

U.S. Air Force  
Deputy Chief of Staff, Personnel

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# U.S. Air Force Personnel Reengineering Action Plan

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Developed by the  
*Personnel  
Reengineering*



June 2 – 18, 1999

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## EXECUTIVE SUMMARY

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Concerned with the impact of different pressures on the ability of Personnel to support the Air Force mission, the Deputy Chief of Staff, Personnel (AF/DP) chartered a Personnel Reengineering Tiger Team to develop a U.S. Air Force Personnel Reengineering Action Plan. The Plan also fulfills the FY00-05 Annual Planning and Programming Guidance (APPG), which requires all Air Force functional managers to reengineer their processes to eliminate unfunded mandates and seek Air Force Corporate Structure review/approval for required funding levels by FY05. The Plan, contained in this document, details how the Air Force Personnel community will complete reengineering and outlines which Personnel process areas will be reengineered in chronological order from FY99 through FY05. It contains proposed follow-on process Reengineering Study Team compositions, cost estimates associated with reengineering study costs (implementation is not included in cost estimates), and communication and risk management plans.

The Tiger Team considered several methodologies for developing this Plan. After careful consideration, the Air Force Center for Quality Management and Innovation (AFCQMI) methodology was selected. The AFCQMI methodology offers consistency to Personnel reengineering through the life of the project. Using this methodology, the Tiger Team first sorted through Air Force Manpower Standards, MilMod “As-Is” Process Maps, AFR 35-33, MAJCOM and Intermediate Level Personnel Functions (rescinded), and a listing of AFPDs, AFIs, and Air Force Forms to identify Personnel processes. From the comprehensive process list (Appendix A), the Tiger Team consolidated Personnel processes into 26 process areas.

Next, the Tiger Team developed four criteria for prioritizing Personnel processes. The criteria were weighted to reflect their relative importance to each other using a five point scale. Through this exercise, the Tiger Team rated *potential manpower savings*, as most important and *feasibility*, *implementation cost*, and *time to complete a reengineering study* as next in importance, respectively. Each of the 26 process areas were then compared against each other using the four criteria. As a result of this step, the Tiger Team produced a baseline overall weighted Personnel process area prioritization list.

The next step in the prioritization procedure was to identify those process areas that were intrinsically linked and might shed light on a logical sequence for reengineering. The intent here was to couple the process areas that should be done concurrently or sequentially. Linkage to external organizations was also considered to ensure the group accounted for processes that were co-owned. The internal links were designated as “**hard**” or “**soft**” depending on the projected impact the process would have on the other.

Using the information gained from the previous activities, the Tiger Team then developed a reengineering schedule from FY99 through FY05. The following table contains a complete list of the 26 process areas, proposed Reengineering Study Team leads, and a schedule by fiscal year.

**Reengineering Schedule and Team Leads.**

#	Team Name0	Lead	FY99	FY00	FY01	FY02	FY03	FY04	FY05
1	MEO/EEO	AF/DPDH							
2	Readiness/Mobility & PERSCO	AF/DPFJ							
3	Officer Assignments	AFPC/DPA							
4	Family Programs & Readiness Support	AF/DPDF							
5	Enlisted Assignments	AFPC/DPA							
6	Personal Affairs	AFPC/DPS							
7	Civilian Classification	AF/DPFC							
8	AFIP & PME	AF/DPDE							
9	Civilian Staffing	AF/DPFC							
10	Evaluations	AF/DPFP							
11	Casualty Assistance	AFPC/DPW							
12	Formal Training	AF/DPDE							
13	Enlisted Retraining	AFPC/DPP							
14	Retirements & Separations	AFPC/DPP							
15	Officer Promotions	AFPC/DPP							
16	Enlisted Promotions	AFPC/DPP							
17	Sustainment	AFPC/DPS							
18	Civilian Compensation, Benefits & Ent.	AFPC/DPC							
19	Military Compensation, Benefits & Ent.	AFPC/DPS							
20	Accessions	AFPC/DPP							
21	AFIT	AFPC/DPA							
22	Downsizing & Force Management	AF/DPFM							
23	Military Classification	AFPC/DPP							
24	Work Force Relations	AF/DPFM							
25	Records Maintenance								
26	CCAF/Off-Duty Education								

The Tiger Team also developed proposed Reengineering Study Team compositions and reengineering project durations. Additionally, the Tiger Team developed project Communication and Risk Management Plans using established AFCQMI guidelines.

The Tiger Team highly recommends the establishment of an AF/DP Personnel Reengineering Office (AF/DP-PRO) with full-time, dedicated staff to manage the implementation of this Plan. The AF/DP-PRO should be staffed with an executive level leader and both civilian and military action officers. The Tiger Team recommends contractor support to assist with AF/DP-PRO functions and to provide continuity over the length of the reengineering effort.

Costs for the overall Personnel reengineering project are estimated at \$6.2M through FY05. This estimate is based on cost figures provided by AF/XPM and includes TDY for Reengineering Study Teams and AFCQMI personnel. It also includes \$300,000 per year for AF/DP-PRO contractor support.

## **INTRODUCTION**

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### **Purpose of the Action Plan**

The FY00-05 Annual Planning and Programming Guidance (APPG) requires all Air Force functional managers to reengineer their processes to eliminate unfunded mandates and seek Air Force Corporate Structure review/approval for required funding levels by FY05. Personnel reengineering will increase process efficiencies across all levels (Air Staff, Major Commands (MAJCOMs), Air Force Personnel Center (AFPC), and base-level), and result in base-level manpower standards.

Since the Personnel functional community owns numerous processes that significantly impact all military and civilian members of the U.S. Air Force, it is critical that Personnel establish a holistic, integrated plan for reengineering core processes. Such a plan will help ensure reengineering is conducted in a logical manner with minimal disruption to Air Force personnel. To that end, the U.S. Air Force Personnel Reengineering Action Plan, hereafter referred to as the Plan, serves two primary functions:

1. Outlining which processes to reengineer in chronological order from FY99 through FY05. It contains proposed process reengineering team compositions, cost estimates associated with reengineering study costs (implementation is not included in the cost estimate), and communication and risk management plans.
2. Providing guidance for the follow-on Reengineering Study Teams (those teams that will reengineer individual Personnel processes using this plan as a guide).

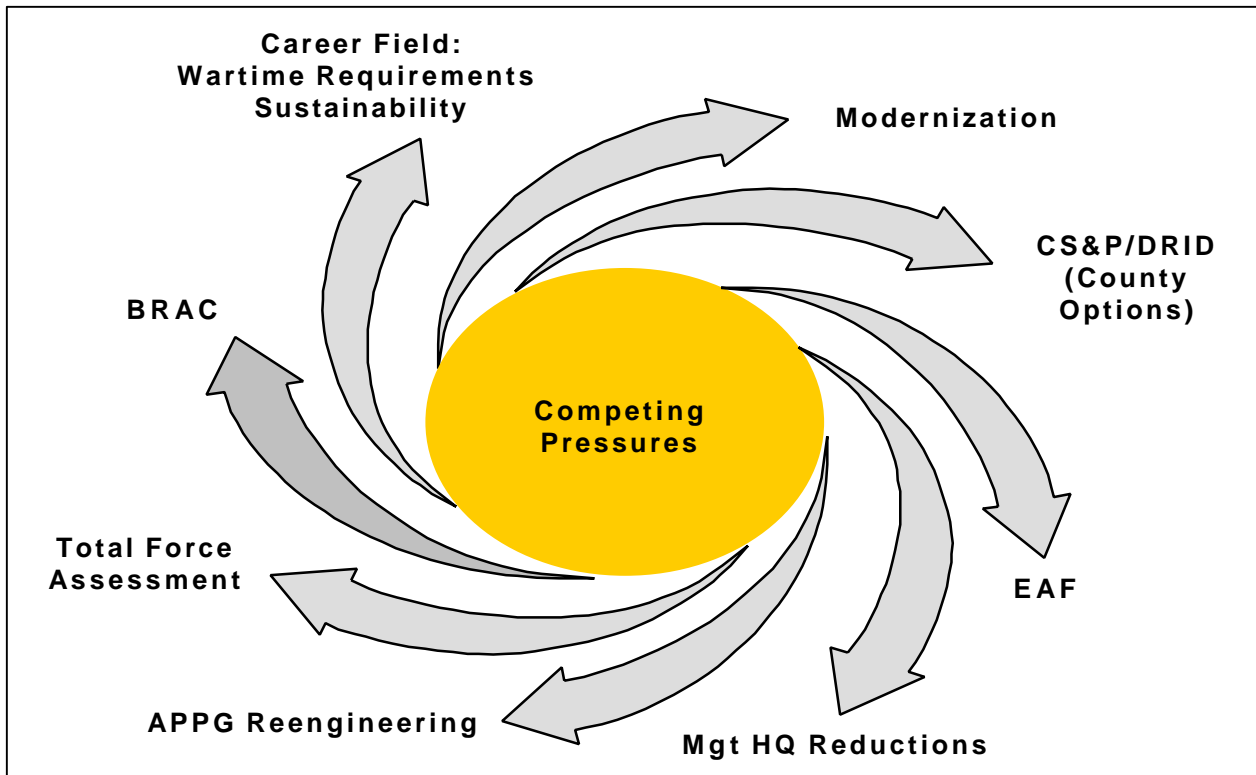
In addition to these primary functions, the Plan details the infrastructure and procedures necessary to execute Personnel reengineering. These include:

1. Establishing a Deputy Chief of Staff, Personnel (AF/DP) Personnel Reengineering Office (AF/DP-PRO) directly under the AF/DP to manage and oversee implementation of this Plan.
2. Formalizing a partnership between AF/DP and the Air Force Center for Quality Management and Innovation (AFCQMI), who will provide reengineering facilitation and guidance throughout the APPG reengineering process.
3. Linking the recommendations from the Personnel Prototype Special Study Group to the Personnel reengineering effort (details on the origin, purpose and outcome of the Personnel Prototype Special Study Group are contained in the following section of this Plan).

## **Background**

The Air Force Personnel environment has changed significantly since the last major review of functions. As illustrated in Figure 1, like all functional communities, Personnel has been buffeted by numerous competing initiatives that have occurred resulting in nearly constant turbulence.

**Figure 1, Competing Pressures Affecting all Air Force Functional Communities.<sup>1</sup>**



In this environment, resources, both people and dollars, are extremely limited. Air Force functional communities must ensure they can perform their missions within projected funding levels with the available manpower. Reacting to competing pressures, Air Combat Command (ACC) started reengineering its headquarters functions in 1997. At the November 1998 Worldwide Personnel Conference, the Air Combat Command Director of Personnel (ACC/DP) briefed their Personnel reengineering strategy. The ensuing discussion focused on the need for a corporate Personnel vision to guide MAJCOMs as they restructure to meet headquarters staff reductions and other pressures. The AF/DP approved convening a special study group, chaired by the ACC/DP, to review current Personnel missions and functions and propose a potential strategy that ensures sustained delivery of critical Personnel support for the Air Force. This group was chartered as the **Personnel Prototype Special Study Group**.

The Personnel Prototype Special Study Group convened in Washington, D.C. January 25 through February 3, 1999, and was tasked to ***“Develop a new vertical Personnel prototype***

<sup>1</sup> CS&P/DRID 20 – Competitive Sourcing and Privatization/Defense Reform Initiative Directive 20; BRAC – Base Realignment and Closure

*delineating roles and responsibilities for all parts of the Personnel community.”* This group developed 48 recommendations concerning Personnel processes, the Personnel Life Cycle, the vertical Personnel structure and implementation guidelines. In April 1999, the AF/DP Board of Directors (BoD) addressed the recommendations from the Personnel Prototype Special Study Group, endorsing the creation of a “Tiger Team” to develop a plan to determine how to implement the recommendations and to reengineer Personnel. On April 26, 1999, the AF/DP authorized pursuing 35 of the recommendations and deferred the remainder for more information/further study.

Ultimately, the Personnel Reengineering Tiger Team chartered by the AF/DP to develop the Personnel Reengineering Action Plan was tasked to link appropriate Personnel Prototype Special Study Group recommendations to the overall Personnel reengineering effort. (These linkages are shown in Appendix B of this document.) One of the Personnel Prototype Special Study Group recommendations required the Personnel community to *“Begin a follow-up effort to develop an implementation plan.”*<sup>2</sup> Development of this plan fulfills this recommendation.

The Tiger Team met from June 2 - 18, 1999, in the Landmark Building located at 205 S. Whiting St. in Alexandria, VA. The Tiger Team was led by Col Steve Brown, Air Force Special Operations Command, Director of Personnel (AFSOC/DP).

## **Personnel Reengineering Action Plan Structure**

This document is in two parts.

- ◆ **Part 1** details the methodology used by the Tiger Team to create the Plan and the outcome of each step of the methodology (e.g., identifying processes, prioritizing process, and establishing process linkages).
- ◆ **Part 2** contains the actual Plan. This includes the:
  - Personnel reengineering management concept,
  - Process area reengineering schedule,
  - Reengineering Study Team leads,
  - Proposed Reengineering Study Team compositions and anticipated durations,
  - Estimated costs,
  - Risk Management Plan, and the
  - Communication Plan.

Additionally, the Plan contains four appendices. Appendix A contains a breakdown of Personnel reengineering process areas and the Air Force Instructions, Air Force Forms, etc., associated with each process area. These charts are not all-inclusive, but reflect basic overarching Personnel processes. Follow-on Reengineering Study Teams should use these charts as a starting point for further developing the “**As-Is**” model. Appendix B is the project agreement for APPG reengineering between the AF/DP and AFCQMI. Appendix C details the linkages between this Plan and the Personnel Prototype Special Study Group recommendations. Appendix D contains the outbrief provided to the AF/DP and senior staff by the Tiger Team leader on June 18, 1999.

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<sup>2</sup> Personnel Prototype Special Study Group, Implementation Recommendation 1 (I-1), page F-8.



PART 1

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**AIR FORCE PERSONNEL  
REENGINEERING ACTION PLAN  
DEVELOPMENT**

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## **PERSONNEL REENGINEERING TIGER TEAM APPROACH**

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This section details the Tiger Team charter, guidance provided to them by the AF/DP, and the methodology they used to develop the Personnel Reengineering Action Plan.

### **Tiger Team Charter**

The Tiger Team was charged to develop a Personnel Reengineering Action Plan. The Plan will be the basis for all Air Force Personnel process reengineering initiatives required by APPG reengineering guidance.

#### **Deliverable**

A Personnel Reengineering Action Plan which:

- ◆ Identifies Personnel processes for reengineering
- ◆ Prioritizes Personnel processes for reengineering
- ◆ Establishes timelines for all Personnel processes to be reengineered
- ◆ Identifies reengineering teams
- ◆ Estimates costs associated with each reengineering study
- ◆ Weaves appropriate proposed Personnel Prototype Special Study Group recommendations into the Personnel Reengineering Action Plan.

### **Air Force Personnel Reengineering Action Plan Tiger Team Members**

<b>Col Steve Brown (Chair)</b>	<b>AFSOC/DP</b>
Maj Melissa Applegate	AF/DPFX
GS-14 Billy Baxter	AMC/DPX
CMSgt Mark Billingsley	AETC/DPAA
Lt Col Jeff Gatcomb	AFPC/DPSAX
MSgt Matt Gove	AFCQMI/MQRI
Mr. Scott Hawk	Science Applications International Corporation (SAIC)
Mr. Von Hawley	SAIC
Lt Col Bill Havron	AFSPC—90 SPTG/CD
GS-14 Maureen Higgins	USAFE/DPCR
Capt Frank Hollie	AF/DPRR
Lt Col Jim Levan	AFPC/DPPPE
GS-13 Stan “Stash” Lipiec	AFMC/DPCC
Maj Cathy Lovelady	STRATCOM/J13
Lt Col Pam McCollom	ACC/DPI
Lt Col Rob McKinney	AFPC/DPPA
Lt Col Stan Perrin	AFPC/DPAP
Lt Col Gayle Staten	USAF—10 MSS/CC
Lt Col Karen Taylor	AF/DPFX
GS-14 Kathleen Tesi	AF/DPDF

## **AF/DP Guidance**

Lt Gen Donald L. Peterson, Deputy Chief of Staff, Personnel (AF/DP) met with the Tiger Team on June 2, 1999, to provide the members with his guidance and expectations for developing this plan and for Personnel reengineering.

The AF/DP explained that the Tiger Team did not need to feel constrained by what had previously been accomplished and that they should not to “jump to an end state.” Lt Gen Peterson explained the Reengineering Action Plan has to be holistic and integrated. It is important that after reengineering, all Personnel processes are integrated.

The AF/DP also instructed the follow-on Reengineering Study Teams to keep customers in mind as they reengineer processes. He asked – “How would you as a human being feel about going through the process?”

He also instructed follow-on Reengineering Study Teams to think about pushing products to customers – “be proactive.” The AF/DP advised Reengineering Study Teams to “Be in touch with commanders; they are the best advocates we have.”

***“Your job is to make a Personnel Reengineering Action Plan. This action plan should prioritize our processes from the most dear to the least dear. The Reengineering Action Plan should focus on how we do our business from the Air Staff through the Military Personnel Flight (MPF) and the Civilian Personnel Flight (CPF). The Personnel Reengineering Action Plan must be understandable and logical.”***

***-Lt Gen Peterson***

The AF/DP specifically requested Reengineering Study Teams consider *multi-skilling* and *technology*.

- ◆ **Multi-skilling** -- Lt Gen Peterson stated that “We underestimate the power and potential of our people. People like personal growth and we should give people a chance to grow through multi-skilling. We have smart people and we should give them the opportunity to do so.”
- ◆ **Technology** -- Lt Gen Peterson stated, “We can do more with technology. Using technology will give people more time to do other things. Our Personnelists should be working with customers to the maximum extent possible. We can make greater use of the web for those processes that don’t require human interaction and save Personnelists’ time. Let’s put the human touch into the equation.”

Lt Gen Peterson stated that as the Personnel community works through reengineering, “We [Personnel] need energy and enthusiasm. We have tremendous talent. We are world class. We should be agile – not bureaucratic. The Personnel system must be flexible and responsive. If we are not agile, we will punish our people.” He also advised future Reengineering Study Teams, “As we look at building new processes, we should think about organizations that work really well. Steal good ideas from anybody.”

Regarding competitive sourcing and privatization (CS&P), the AF/DP told the Tiger Team that reengineering within Personnel needs “to go as fast as we can.” He stated that having a plan will help Personnel minimize the impact of other initiatives, such as CS&P. Finally, Lt Gen Peterson told the Tiger Team, “We need to get back on the offensive – out of the reactive mode. We will brief the Action Plan to senior Air Force leadership.”

Following Lt Gen Peterson’s remarks, Mr. Roger Blanchard, the Deputy Director of Personnel (AF/ADP) told the Tiger Team that the perception of reengineering is that it “takes too long and perpetuates the status quo.” Therefore, he said, “There are many who believe APPG reengineering efforts will fail.” Mr. Blanchard advised the Tiger Team not to develop an “organizational solution.” He said, “Focus on the processes, let the organization become a by-product of the processes. An efficient infrastructure will be key to our survival.”

## **Methodology**

The Tiger Team received an initial briefing from the AFCQMI facilitator. The briefing provided a description of the AFCQMI reengineering process. In the briefing, AFCQMI defined reengineering as:

***“A holistic, methodical approach to reviewing the products and services of an enterprise, the associated tasks, and the resources to accomplish them so as to construct an organization that matches people and available resources to products and services in the best most efficient way to meet mission requirements.”***

The AFCQMI reengineering process includes seven steps:

1. **Project Definition** – Agreeing with the client (AF/DP) on the scope of the reengineering project.
2. **Planning** – Developing a reengineering project schedule, risk plan, and communication plan.
3. **“As-Is”** – Identifying and documenting the current processes to be reengineered. This step serves as a baseline for current processes.
4. **Opportunity Research** – Research other organizations or activities who perform similar functions with an aim of highlighting potential ideas for incorporating into reengineered processes.
5. **“To-Be”** – Developing reengineered processes.
6. **Coordination** – Providing leadership with information on reengineered processes and gaining approval to implement.
7. **Implementation** – Implementing reengineered processes.

AFCQMI defines a successful reengineering effort as one that:

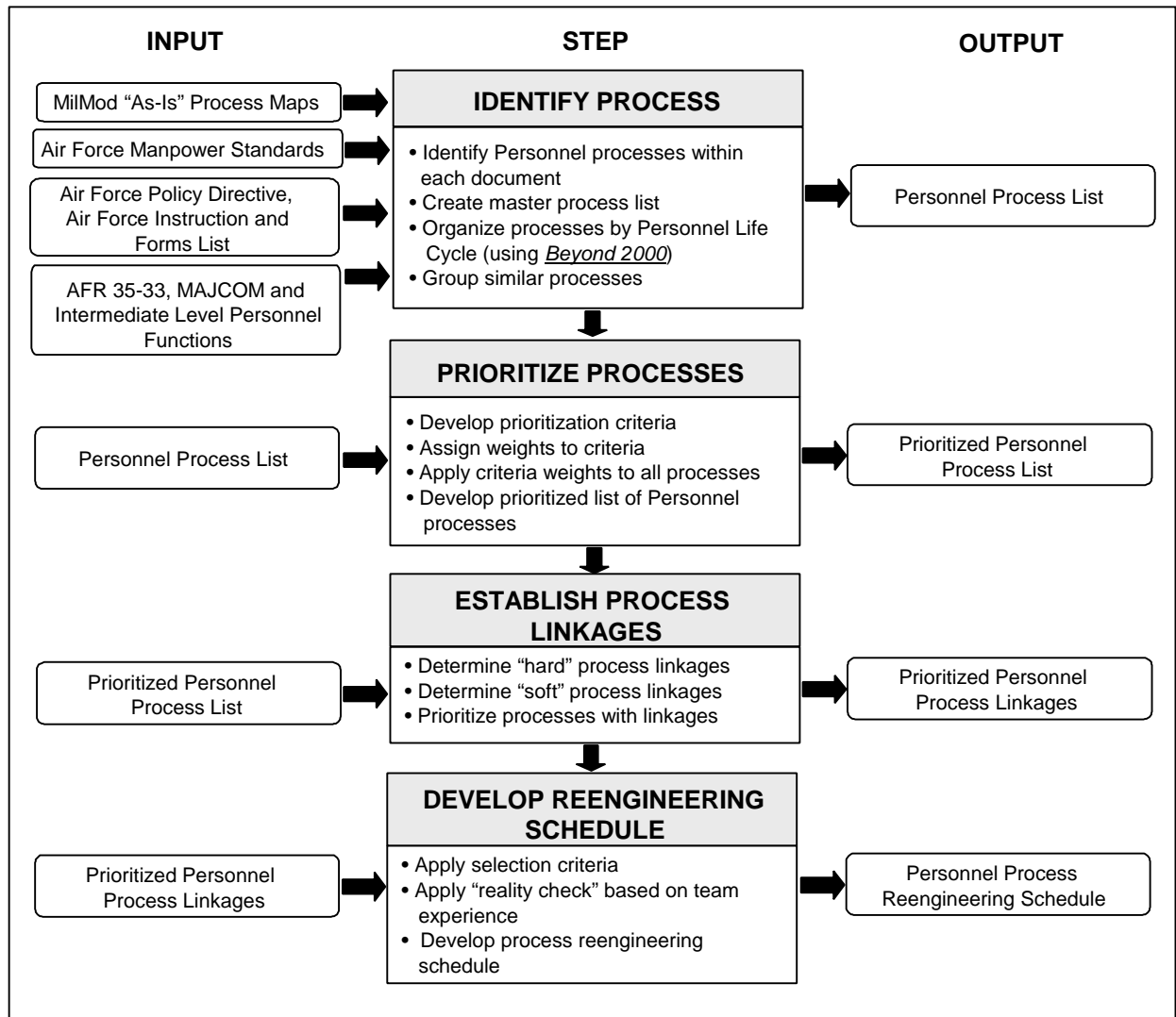
- ◆ Eliminates unfunded mandates,

- ◆ Reduces effort to achieve same or increased quality of products and services, and
- ◆ Produces significant and measureable improvement in products and services.

The AFCQMI facilitator cautioned the Tiger Team that clear and frequent communication with senior leadership and their support are absolutely crucial if reengineering is to succeed. He also apprised the Tiger Team that while the first six steps of the reengineering process – **Project Definition** through **Coordination** – are difficult and time consuming; **Implementation** is usually ninety percent of a reengineering effort.

The Tiger Team completed the **Project Definition** and **Planning** steps and part of the “**As-Is**” step of the AFCQMI reengineering process. Figure 2 illustrates the methodology used by the Tiger Team to develop the Plan.

**Figure 2, Personnel Reengineering Action Plan Development Methodology.**



As Figure 2 illustrates, the first step in the process involved reviewing all active duty Air Force Personnel processes from identified sources.<sup>3</sup> These sources included MilMoD “As-Is” Process Maps; Air Force Manpower Standards; AFR 35-33, MAJCOM and Intermediate Level Personnel Functions (rescinded); and a comprehensive list of Air Force Policy Directives (AFPDs), Air Force Instructions (AFIs), Air Force Forms and other documents relating to Air Force Personnel processes. This exercise resulted in a comprehensive list of Air Force Personnel processes. The Tiger Team next grouped the processes according to the Personnel Life Cycle (i.e., Accessions, Development, Utilization, Maintenance and Enhancement, Retirements and Separations). Processes were then grouped into similar categories for reengineering by follow-on Reengineering Study Teams. This exercise identified 29 process areas for reengineering.

Following the process identification step, the Tiger Team next prioritized the Personnel process list. To accomplish this, four criteria were developed and weights were assigned to each criteria. The 29 process areas were then weighed against each other using the criteria. This exercise resulted in a prioritized list of Personnel processes.

Next, the Tiger Team determined the linkages among the 29 process areas. The purpose of this exercise was to illuminate which processes made sense to reengineer in tandem, and which could stand alone. This step resulted in prioritized Personnel process linkages.

Finally, applying a selection criteria and a “reality check” based on the combined experience of the Tiger Team members, the Tiger Team developed a reengineering schedule for all Personnel processes. Three of the 29 process areas were consolidated with others to produce a final list of 26 process areas for reengineering. This schedule includes proposed follow-on Reengineering Study Team compositions, process reengineering durations, and estimated costs associated with each team.

In addition to the steps contained in the methodology outlined in Figure 2, the Tiger Team also developed Communication and Risk Management plans. The Communication Plan lists organizations, offices, and individuals who should be informed of Personnel reengineering for a variety of reasons, e.g., information, support, buy-in, resources, etc. The Communication Plan also lists when communication should occur. The Risk Management Plan details potential risks to this reengineering effort, the probability of occurrence, the potential impact, and a risk mitigation strategy.

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<sup>3</sup> Air Force Reserve and Air National Guard Processes were not considered in this effort.

## **PERSONNEL PROCESS IDENTIFICATION**

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This section describes the process the Tiger Team used to identify and create a comprehensive list of Personnel processes. Due to the broad nature of the Personnel function, it was necessary for the Tiger Team to break down Personnel processes into more “bite-sized” pieces appropriate for reengineering. In this step, the Tiger Team identified and sorted Personnel processes into logical categories for reengineering by follow-on Reengineering Study Teams.

### **Personnel Life Cycle Categorization**

As a first step, the Tiger Team used the Personnel Life Cycle as a guide for categorization of Personnel processes and programs. The Personnel Life Cycle includes: Accessions, Development, Utilization, Maintenance and Enhancement, and Retirements and Separations. As a group, the Tiger Team reviewed Air Force Personnel processes identified in Air Force Manpower Standards provided by AFCQMI, MilMod “As-Is” Process Maps, AFR 35-33, MAJCOM and Intermediate Level Personnel Functions (rescinded), and a listing of AFPDs, AFIs, Air Force Forms and other assorted sources.

#### **Process/Program Categorization - Manpower Standards**

The Tiger Team then formed into five groups; each associated with a different Life Cycle phase. Each group reviewed functional manpower standard documents (e.g., Military Personnel Flight (MPF), Civilian Personnel Flight (CPF), Family Support Center (FSC), Education Services Flight (ESF), Commander’s Support Staff (CSS), Airman Leadership School (ALS), and the Noncommissioned Officer Academy (NCOA)) to identify processes associated with that group’s assigned Life Cycle phase. The goal of this effort was to capture and categorize detailed processes that belonged to each phase of the Life Cycle, regardless of process owners.

#### **Process/Program Categorization – MilMod “As-Is” Process Maps**

Similarly, the groups reviewed the MilMod “As-Is” Process Maps to identify processes that may have been overlooked when reviewing the Air Force Manpower Standards. The MilMod “As-Is” Process Maps illustrated system inputs, outputs, and supporting technology systems used in Personnel processes.

#### **AFR 35-33, MAJCOM and Intermediate Level Personnel Functions**

The groups reviewed AFR 35-33, although rescinded, to identify processes that were not contained in the previous documents or that existed only at MAJCOM levels.

#### **Process/Program Categorization – AFPDs, AFIs, Air Force Forms Listing**

Additionally, the groups reviewed a listing of AFPDs, AFIs, Air Force Forms and other processes. This list had already been organized by Life Cycle phase, and included references such as the “36 Series” AFIs, Air Force Forms used in many of the processes, and some programs and processes that may have been noted in the AFIs. The groups focused on the processes and

programs, validating their placement under Life Cycle phases. Additionally, the groups added or deleted items based on Personnel program changes, omissions, duplication, and level of detail required.

### **Life Cycle Validation**

Once the processes and programs were placed in the Life Cycle categories, the Tiger Team reassembled to review the categorizations and ensure accuracy. At this point, categories for technical support and administration were identified. These categories, while having a distinct focus, span the entire Personnel Life Cycle and are woven into all programs and processes. As such they are not recommended for an independent reengineering effort, but should be addressed within each of the future reengineering studies.

### **Process/Program Consolidation**

Following the validation process, the Tiger Team once again broke into five groups for the purpose of consolidating processes/programs within each of the Life Cycles. Each group considered variables such as type of work, how work was performed, and the customer/supplier relationship, in determining which processes/programs should be bundled for the purpose of reengineering.

### **Reengineering Category Validation**

Once these consolidated processes/programs were identified, the Tiger Team reassembled to review and validate the reengineering categories. Each group briefed the organization and rationale for their compiled processes/programs. The Tiger Team critically reviewed each reengineering category, considering process “flow” (chronology and critical path), inter-relatedness of activities, customer/supplier population, program providers, and product output.

### **Final Result**

As a result, the Tiger Team initially identified 29 process areas for reengineering. Family Programs and Readiness Support, Readiness/Mobility and PERSCO, and Retirements and Separations were combined due to logical fit and cost considerations, producing a final list of 26 process areas to be studied by reengineering teams. A breakdown of each of the 26 major process areas is available in Appendix A of this document. Appendix A lists each major process and associated sub-processes, AFPDs, AFIs, Forms, etc. For example, the *Sustainment* process area includes reenlistments, Personnel servicing agreements, and the weight control program. These process areas do not necessarily correspond to Air Staff or other offices by the same name.

1. Military Equal Opportunity/Equal Employment Opportunity (MEO/EEO)
2. Officer Assignments
3. Family Programs & Readiness Support
4. Readiness/Mobility & PERSCO
5. Enlisted Assignments
6. Personal Affairs



7. Civilian Classification
8. Air Force Intern Program (AFIP)/Professional Military Education (PME)
9. Civilian Staffing
10. Evaluations
11. Casualty Services
12. Formal Training
13. Enlisted Retraining
14. Retirements /Separations
15. Officer Promotions
16. Enlisted Promotions
17. Sustainment
18. Civilian Compensation, Benefits & Entitlements
19. Military Compensation, Benefits & Entitlements
20. Accessions
21. Air Force Institute of Technology (AFIT)
22. Downsizing and Force Management
23. Military Classification
24. Workforce Relations
25. Records Maintenance
26. CCAF/Off-Duty Education (ODE)

## PERSONNEL PROCESS PRIORITIZATION AND LINKAGES

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Following process identification, the Tiger Team addressed the sequence in which Personnel process areas should be reengineered. To accomplish this task, the Tiger Team used a statistical method of creating prioritization matrices. Initially, the Tiger Team developed four criteria to evaluate each process. The four criteria were: *potential manpower savings*, *feasibility*, *implementation cost*, and *time to complete the re-engineering study*. The Tiger Team defined each criterion as follows:

- ◆ **Potential manpower savings** keyed on existing processes that are labor intensive or currently require large numbers of people, and assumed there would be a large manpower savings should reengineering efforts take place. It included resources at all levels involved with the process.
- ◆ **Feasibility** addressed the likelihood of successful reengineering considering obstacles which might prevent reengineering efforts from getting started or cause them to stall after they were initiated, (e.g., political pressures, “pet projects,” etc.). It also accounted for those processes not entirely owned by the Personnel community, thereby requiring coordination with external organizations (e.g., AETC’s role with AFIT and PME). Additionally, it incorporated the perceived complexity of the process in question.
- ◆ **Implementation cost** included resources necessary to implement reengineered processes. For example, it considered the projected need for new technology to implement reengineered processes.
- ◆ **Time to complete reengineering study** considered the amount of time a Reengineering Study Team may require to reengineer a given process. The Tiger Team felt that several of the processes would be comparatively simpler to reengineer and thus could be concluded quickly. Other, more involved processes would require more time to reengineer. *This does not include the Implementation step.*

These four criteria were then weighted by the Tiger Team to reflect their relative importance to each other, using a five-point scale, ranging from

- ◆ *much more important - 10,*
- ◆ *more important - 5,*
- ◆ *same importance - 1,*
- ◆ *less important – 0.2, and*
- ◆ *much less important – 0.1.*

Processes were compared to each other for each criteria, and comparative values were assigned (the statistical prioritization matrices). The statistical computations were performed to give a final weight to each criteria. In this exercise, the lower the weight, the more important the criteria. For example, *potential manpower savings* received a weight of .02 and is thus more important than *time to complete the reengineering study*, which received a weight of .54. Table 1 below reflects the weights of each criterion and its ranking in order of importance.

**Table 1, Importance of Evaluation Criteria Weight Against Each Other.**

<b>Criterion</b>	<b>Weight</b>	<b>Ranking (Most Important to Least Important)</b>
<b>Potential manpower savings</b>	.02	1
<b>Feasibility</b>	.21	2
<b>Cost to implement</b>	.24	3
<b>Time to complete reengineering study</b>	.54	4

Using this same statistical methodology, additional prioritization matrices were developed and charted to record the relative importance of each process. This step entailed comparing each process area to each remaining process area and assessing a numeric value based upon the same five-point scale used in the previous exercise, i.e., *much more important* - 10, *more important* - 5, *same importance* - 1, *less important* - 0.2, and *much less important* - 0.1. For example, when comparing the processes for *Professional Military Education (PME)* to *Enlisted Retraining* it was determined that reengineering Personnel processes associated with PME would provide less manpower savings and was awarded the value 0.2. The reciprocal value of 5 was then assigned to Enlisted Retraining. The matrices for the four criteria follow.

Table 2, ranking of process area against process area using *potential manpower savings* criterion, illustrates the order of manpower savings for each process. Using just the *potential manpower savings criterion*, *Enlisted Assignments* had the greatest potential manpower savings and *Military Classification* the least.

**Table 2, Ranking of Process Area Against Process Area Using *Potential Manpower Savings* Criterion.**

Rank Order		Potential Savings	Rank Order		Potential Savings
1	Enlisted Assignments	0.0134	16	Accessions	0.4720
2	Officer Assignments	0.0349	17	Readiness/Mobility	0.4922
3	Civilian Classification	0.0672	18	Enlisted Retraining	0.5647
4	Civilian Staffing	0.1420	19	Personal Affairs	0.5781
5	Sustainment	0.1567	20	AFIP/PME	0.6019
6	Records Maintenance	0.1630	21	Mil Comp, Benefits & Entitlements	0.7255
7	Retirements	0.2199	22	CCAF/ODE	0.8195
8	Separations	0.2785	23	Work Force Relations	0.8374
9	Officer Promotions	0.2808	24	Readiness Support	0.9449
10	Enlisted Promotions	0.2808	25	Downsizing & Force Mgt	0.9543
11	MEO/EEO	0.3099	26	PERSCO	1.0000
12	Family Programs	0.3260	27	AFIT	1.0076
13	Evaluations	0.3417	28	Casualty Services	1.0076
14	Formal Training	0.3448	29	Military Classification	1.0215
15	Civ Comp, Benefits & Entitlements	0.3771		Total	14.4

Table 3, ranking of process area against process area using the *feasibility* criterion, illustrates the order of feasibility for each process area. Using just the *feasibility* criterion, *MEO/EEO* was deemed most feasible and *Officer Promotions* least feasible.

**Table 3, Ranking of Process Area Against Process Area Using *Feasibility* Criterion.**

Rank Order		Feasibility	Rank Order		Feasibility
1	MEO/EEO	0.1570	16	Accessions	0.6980
2	Personal Affairs	0.1760	17	Enlisted Assignments	0.7320
3	CCAF/ODE	0.2060	18	Sustainment	0.7540
4	Family Programs	0.2390	19	Retirements	0.7540
5	Records Maintenance	0.2470	20	Separations	0.7700
6	Readiness Support	0.2960	21	AFIT	0.7780
7	Formal Training	0.3820	22	Officer Assignments	0.7800
8	Military Classification	0.4640	23	PERSCO	1.0000

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9	Civilian Staffing	0.4790	24	Civ Comp, Benefits & Entitlements	1.0160
10	Civilian Classification	0.4950	25	Mil Comp, Benefits & Entitlements	1.0560
11	AFIP/PME	0.5120	26	Evaluations	1.1320
12	Downsizing & Force Mgt	0.5270	27	Enlisted Promotions	1.1480
13	Casualty Services	0.5280	28	Work Force Relations	1.2170
14	Enlisted Retraining	0.5620	29	Officer Promotions	1.3920
15	Readiness/Mobility	0.6100		Total	5.9

Table 4, ranking of process area against process area using the *cost to implement* criterion, illustrates the relative cost of reengineering each process area. Using just the *cost to implement* criterion CCAF/ODE was deemed least expensive to implement and Accessions most expensive to implement.

**Table 4, Ranking of Process Area Against Process Area Using *Cost to Implement* Criterion.**

Rank Order		Cost to Implement		Rank Order		Cost to Implement	
1	CCAF/ODE	0.1388	16	Civilian Classification		1.9141	
2	Casualty Services	0.3282	17	Enlisted Retraining		2.0396	
3	Downsizing & Force Mgt	0.3722	18	Military Classification		2.2203	
4	MEO/EEO	0.4163	19	Officer Assignments		2.4053	
5	Work Force Relations	0.4229	20	Formal Training		2.4692	
6	Readiness Support	0.5507	21	Civilian Staffing		2.5154	
7	Readiness/Mobility	0.7665	22	Enlisted Assignments		2.5374	
8	Sustainment	0.8370	23	Officer Promotions		2.6498	
9	AFIT	0.8634	24	Enlisted Promotions		2.6498	
10	PERSCO	1.0000	25	Evaluations		2.8480	
11	Family Programs	1.0264	26	Civ Comp, Benefits & Entitlements		2.8855	
12	Personal Affairs	1.1388	27	Mil Comp, Benefits & Entitlements		3.0617	
13	Separations	1.3722	28	Records Maintenance		3.1278	
14	Retirements	1.3722	29	Accessions		3.2379	
15	AFIP/PME	1.8943		Total		12.5	

Table 5, ranking of process area against process area using the *time to complete reengineering study* criterion, illustrates the length of time to complete each reengineering study. Using just the *time to complete* criterion CCAF/ODE was deemed to be the quickest process to complete and *Officer Assignments* was expected to take the longest to complete.

**Table 5, Ranking of Process Area Against Process Area Using *Time to Complete Reengineering Study* Criterion.**

Rank Order		Time To Complete	Rank Order		Time To Complete
1	CCAF/ODE	0.0269	16	Downsizing & Force Mgt	0.6400
2	AFIP/PME	0.1284	17	Accessions	0.6715
3	Personal Affairs	0.2531	18	AFIT	0.8851
4	Readiness Support	0.2603	19	Enlisted Retraining	0.9910
5	Formal Training	0.2693	20	PERSCO	1.0000
6	Family Programs	0.3339	21	Mil Comp, Benefits & Entitlements	1.1364
7	MEO/EEO	0.3348	22	Civ Comp, Benefits & Entitlements	1.1364
8	Separations	0.3878	23	Readiness/Mobility	1.1724
9	Retirements	0.3878	24	Enlisted Assignments	1.2531
10	Civilian Staffing	0.4228	25	Military Classification	1.3052
11	Work Force Relations	0.4300	26	Enlisted Promotions	1.3860
12	Civilian Classification	0.5063	27	Officer Promotions	1.4650
13	Records Maintenance	0.5233	28	Evaluations	1.4829
14	Casualty Services	0.5332	29	Officer Assignments	1.7145
15	Sustainment	0.6284		Total	5.4

When the matrices of the four criteria were combined with the weighted factors from Table 1, an initial prioritized listing was produced. The initial listing is provided in Table 6 below. This listing, in essence, identified and separated the process areas at opposite ends of the spectrum. At one end were those process areas that were deemed easy to accomplish with minimum cost, but provided few savings. At the opposite end were those process areas considered to be more difficult and more costly, but would ultimately lead to greater savings.

**Table 6, Overall Initial Weighted Process Area Prioritization.**

Rank Order		Value	Rank Order		Value
1	CCAF/ODE	0.0045	16	Records Maintenance	0.0309
2	MEO/EEO	0.0124	17	AFIT	0.0358
3	Readiness Support	0.0135	18	Readiness/Mobility	0.0401

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4	Personal Affairs	0.0144	19	Accessions	0.0404
5	Family Programs	0.0162	20	Enlisted Retraining	0.0412
6	AFIP/PME	0.0186	21	PERSCO	0.0418
7	Casualty Services	0.0218	22	Military Classification	0.0494
8	Formal Training	0.0231	23	Enlisted Assignments	0.0514
9	Downsizing & Force Mgt	0.0246	24	Civ Comp, Benefits & Entitlements	0.0537
10	Retirements	0.0247	25	Mil Comp, Benefits & Entitlements	0.0554
11	Separations	0.0250	26	Enlisted Promotions	0.0601
12	Work Force Relations	0.0270	27	Officer Assignments	0.0627
13	Civilian Classification	0.0273	28	Evaluations	0.0633
14	Civilian Staffing	0.0280	29	Officer Promotions	0.0647
15	Sustainment	0.0281		Total	1.0000

The next step in the prioritization procedure was to identify those process areas that were intrinsically linked and might shed light on a logical sequence for reengineering. The intent here was to couple the process areas that should be done concurrently or sequentially. It was felt that this would preclude one reengineered process from breaking or undoing a previously reengineered process. Linkage to external organizations was also considered to ensure the group accounted for processes that were co-owned. The internal links were designated as “**hard**” or “**soft**” depending on the projected impact the process would have on the other. ***Follow-on Reengineering Study Teams should consider “hard” links carefully as they work through the reengineering steps since changing a process “hard” linked to another process(es) may require changes to that/those process(es).*** Failure to consider “hard” links could result in Personnel service disruption or degradation. Reengineering Study Teams should be aware and mindful of “soft” links and consider the impact of reengineering on “soft-linked” processes. Table 7 below reflects the process linkages.

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Table 7, Personnel Process Area “Hard” (H) and “Soft” (S) Linkages.

	External	AFIP/PME	Formal Training	CCAF/ODE	AFIT	Accessions	Assignments Officer	Assignments Enlisted	Assignments Civilian	Classification Military	Classification Civilian	Enlisted Retraining	Readiness/Mobility	Separations	Retirements	Casualty Services	Downsizing/Force Shaping	Promotions Officer	Promotions Enlisted	Evaluations	Readiness Support	Sustainment	Work Force Relations	MEO/EEO	Records Maintenance	Benefits & Entitlements Mil	Benefits & entitlements Civ	Family Programs
AFIP/PME	AETC																											
Formal Training	AETC					S	S	S		S		H																
CCAF/ODE	ECL DANTES																											
AFIT	AETC						H																					
Accessions	AETC, USAFA		S				S	S	H	S	S													S	S			
Assign. Officer	DOD		S		H	S								S	S										S	S		
Assign. Enlisted	DOD		S			S						S		S	S										S	S		
Assign. Civilian	OPM, CPMS					H					H						S			H				S		S		
Classification Military	Functionals		S			S																			S			
Classification Civilian	OPM					H			H															S	S			
Enlisted Retraining	AETC		H					S									S					S			S			
Readiness/Mobility	XP, XO, IL		S																		S				S			
Separations							S	S							S	S	S	S	S			S			S	S	S	
Retirements	OPM						S	S						S		S	S	S	S			S			S	S	S	
Casualty Services	SVS, SG, JA, IL													S	S						S				S	S	S	
Downsizing/Force Shaping	Unions								S			S		S	S					H					S	S	S	
Promotions Officer														S	S					S					S			
Promotions Enlisted														S	S					S					S			
Evaluations	OPM, Functionals								H								H	S	S		S				S			
Readiness Support	State Dept.												S			S									S	S	H	
Sustainment	SG, JA											S		S	S					S					S			
Work Force Relations	Unions, Host Nations																							S	S		S	
MEO/EEO	Special Interest Groups						S			S	S												S		S			
Records Maint.	SC, DOD	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	
Benefits & Entit. Mil	FM, LGT, DFAS						S	S						S	S	S	S				S				S			
Benefits & Entit. Civ	FM, LGT, DFAS								S					S	S	S	S				S		S		S			
Family Programs	IL, SC, HC, SG, AFAS													S	S	S	S				H				S			
Personal Affairs	Special Interest Groups																								S			
PERSCO	CINCs, XP, XO, SC											H				S									S			



PART 2

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**PERSONNEL  
REENGINEERING ACTION PLAN**

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## **AIR FORCE PERSONNEL REENGINEERING MANAGEMENT CONCEPT**

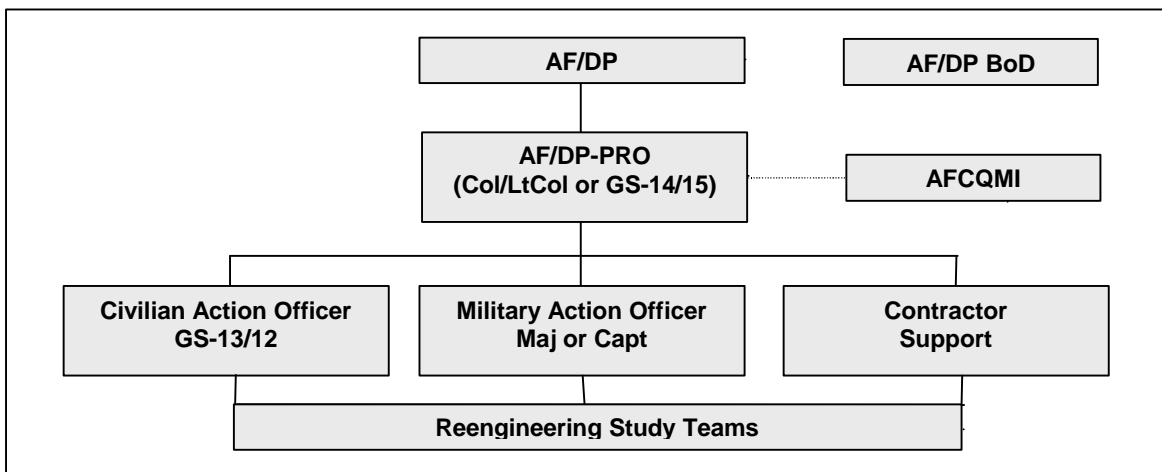
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A reengineering project of the magnitude and scope of the one required for Air Force Personnel will require full-time, dedicated project management with senior leadership support to be successful. Thus, the Tiger Team recommends establishing a Personnel Reengineering Office working directly for the AF/DP.

### **The Personnel Reengineering Office**

The Air Force Personnel Reengineering Office (AF/DP-PRO) will be critical to successful reengineering of Personnel processes. The proposed organization of the AF/DP-PRO is illustrated in Figure 3 below. The principle function of the AF/DP-PRO will be to provide daily project management for implementing this Plan through FY05. To accomplish this, it must be clearly understood at all levels of the Personnel community that the direction for reengineering comes from a single source – the AF/DP through the AF/DP-PRO. All Reengineering Study Team leads will report to and take direction from the AF/DP-PRO. The AF/DP-PRO will disseminate guidance to subordinate Reengineering Study Teams, monitor the progress of all Personnel reengineering efforts, and report on reengineering activities to the AF/DP. The AF/DP-PRO will also monitor and implement the reengineering Communication and Risk Management Plans. Additionally, the AF/DP-PRO will ensure that the results from the 26 Reengineering Study Teams are integrated in a holistic manner.

**Figure 3, Personnel Reengineering Office Organization.**



As Figure 3 shows, the AF/DP-PRO should be staffed with an executive level leader (colonel/lieutenant colonel or GS-14/15 or equivalent), and both civilian and military action officers. The Tiger Team recommends contractor support to assist with AF/DP-PRO functions and to provide continuity over the length of the reengineering

effort. The AF/DP-PRO will also be the primary liaison with AFCQMI for the AF/DP. However, AFCQMI will also directly support the Reengineering Study Teams.

### **Tracking and Reporting**

The AF/DP-PRO will be responsible for tracking and reporting all Personnel reengineering efforts. The AF/DP-PRO will establish a formal tracking system to ensure completion of established timetables for each Reengineering Study Team. In addition, the AF/DP-PRO will establish a format and timeline for Reengineering Study Teams to report progress of their efforts. These reports will be used by the AF/DP-PRO for tracking, monitoring, updating senior leadership, implementing the Communication Plan, and monitoring the Risk Management Plan. The AF/DP-PRO will identify any challenges, issues, and decisions that need resolution by AF/DP senior leaders.

### **Resources and Training**

Costs for the Reengineering Study Teams necessary to complete Personnel reengineering are estimated at \$6.2M through FY05. This estimate is based on cost figures provided by AF/XPM and includes TDY for Reengineering Study Teams and AFCQMI personnel. It also includes contractor support costs associated with the initial establishment and continuing support of the AF/DP-PRO. This document includes a breakout of the \$6.2M by individual Reengineering Study Team. At the direction of the AF/DP, the AF/DP-PRO should work with AF/DPRR to obtain funding through the Air Force Corporate Structure or within AF/DP current resources. However, the availability of funds for reengineering team travel by potential study team members cannot be assumed. MAJCOMs and other agencies which intend to participate should plan for their participation when developing TDY budgets.

Training for Reengineering Study Teams will be provided by AFCQMI facilitators as a Reengineering Study Team is convened. Additional training will be provided to individual Reengineering Study Teams by the AF/DP-PRO on an as-needed basis.

## SCHEDULE, PROPOSED REENGINEERING STUDY TEAM COMPOSITIONS AND ESTIMATED COSTS

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After completing process identification, prioritization and determining linkages, the Tiger Team developed the following schedule, identified proposed team leads and reengineering project durations, Reengineering Study Teams, and estimated costs.

### Reengineering Schedule

The Tiger Team members applied their best professional judgement to mesh competing factors into a comprehensive schedule. In so doing the Tiger Team took into account the need to obtain some large savings quickly, the need for an initial success story, delays that might be encountered due to external forces, the desire to maintain momentum, and the availability of funding in any given fiscal year.

The two major factors considered by the Tiger Team while developing the reengineering schedule were manpower savings and financial constraints. Manpower savings could also be defined as a return of investment. Financial constraints limited the number of processes that could be reengineered in a fiscal year. Also taken into consideration were the availability and impact of information technology. For example, reengineering *Enlisted Assignments* is dependent upon the implementation of MilMod even though potential savings is high; therefore, *Enlisted Assignments* was scheduled for FY01 even though it has a high payback potential.

Another factor considered by the Tiger Team in developing the schedule was the need to identify current core Personnel wartime requirements (including UTC and PERSCO taskings), forward based requirements, a wartime casualty factor, and the overseas rotation index. The ability to sustain a viable Personnel career field that can meet these needs must also be factored in, as must the current expeditionary environment in which the Air Force currently operates.

Current wartime requirements for Personnel do not include the contingency commitments faced by today's Air Force. Additionally, commander's expectations for PERSCO support are disconnected from the original intent of PERSCO teams. Many commanders currently use PERSCO teams as a single point-of-contact for all administrative and Personnel management actions – not just strength accounting and casualty assistance. The services that PERSCO teams were sized and trained to perform must be reconciled with the current expectations and needs of commanders. It follows that after such a review, the manpower necessary to provide these services may require adjustment. For this reason, the Tiger Team determined that the *Readiness/Mobility & PERSCO* process area should be examined in FY00.

*It is important to note that the reengineering schedule is not “carved in stone.” In completing the schedule the Tiger Team recognized that it can be rearranged by the AF/DP-PRO when circumstances dictate.*

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Figure 4, reengineering schedule and team leads, lists the Personnel process areas in the order of which they will be reengineered by fiscal year and shows the team lead associated with each process area.

**Figure 4, Reengineering Schedule and Team Leads.**

#	Team Name	Lead	FY99	FY00	FY01	FY02	FY03	FY04	FY05
1	MEO/EEO	AF/DPDH							
2	Readiness/Mobility & PERSCO	AF/DPFJ							
3	Officer Assignments	AFPC/DPA							
4	Family Programs & Readiness Support	AF/DPDF							
5	Enlisted Assignments	AFPC/DPA							
6	Personal Affairs	AFPC/DPS							
7	Civilian Classification	AF/DPFC							
8	AFIP & PME	AF/DPDE							
9	Civilian Staffing	AF/DPFC							
10	Evaluations	AF/DPPF							
11	Casualty Assistance	AFPC/DPW							
12	Formal Training	AF/DPDE							
13	Enlisted Retraining	AFPC/DPP							
14	Retirements & Separations	AFPC/DPP							
15	Officer Promotions	AFPC/DPP							
16	Enlisted Promotions	AFPC/DPP							
17	Sustainment	AFPC/DPS							
18	Civilian Compensation, Benefits & Ent.	AFPC/DPC							
19	Military Compensation, Benefits & Ent.	AFPC/DPS							
20	Accessions	AFPC/DPP							
21	AFIT	AFPC/DPA							
22	Downsizing & Force Management	AF/DPPFM							
23	Military Classification	AFPC/DPP							
24	Work Force Relations	AF/DPPFM							
25	Records Maintenance	*							
26	CCAF/Off-Duty Education	*							

\*Team leads have not been assigned awaiting the outcome of CS&P decisions.

## **Proposed Reengineering Study Teams and Project Durations**

The following charts contain the proposed membership of the Reengineering Study Teams and expected project durations. Project durations primarily reflect the perceived complexity of the reengineering study. Reengineering Study Teams will meet as a group when a project begins and three to four times thereafter. Reengineering Study Team members will be expected to work individually or in smaller groups to prepare for each meeting/workshop. The Tiger Team recognized team make-up may be further refined by the Reengineering Study Team leads. The following charts represent the minimum membership in the best judgement of the Tiger Team. Since the MEO/EEO is ongoing, it was excluded from these charts. The following charts are organized by fiscal year.

### **FY00**

<b>Readiness/Mobility &amp; PERSCO</b>	
<b>Members</b>	<b>#</b>
<b>AF/DPFJ (Lead)</b>	1
AFPC/DPS	1
AFPC/DPW	1
MAJCOMs	8
PERSCO (OIC)	2
PRU NCOIC	2
PDF OIC/NCOIC	2
Readiness NCO	1
MANPER/GCCS	1
AES	1
Tech Rep	1
AFCQMI	<u>2</u>
<b>Total</b>	<b>23</b>
<b>Duration:</b> 35 weeks	

<b>Officer Assignments</b>	
<b>Members</b>	<b>#</b>
<b>AFPC/DPA (Lead)</b>	1
AF/DPFP	1
AFPC Assign	3
AFPC/DPD	1
AFPC/DPS	1
Joint	2
MAJCOMs	8
MPF	3
CSS	1
Tech Rep	1
AFCQMI	<u>2</u>
<b>Total</b>	<b>24</b>
<b>Duration:</b> 45 weeks	

<b>Family Programs &amp; Readiness Support</b>	
<b>Members</b>	<b>#</b>
<b>AF/DPDF (Lead)</b>	1
AFPC/DPP	1
AFPC/DPW	1
MAJCOMs	3
FSC Dir	2
FSC Dep Dir	2
Readiness NCO	2
First Sgt	2
SPTG/CD	1
Tech Rep	1
AFCQMI	<u>2</u>
<b>Total</b>	<b>18</b>
<b>Duration:</b> 35 weeks	

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**FY01**

<b>Enlisted Assignments</b>	
<b>Members</b>	<b>#</b>
AFPC/DPA (Lead)	1
AF/DPFP	1
AFPC/DPD	1
AFPC/DPS	1
Joint	1
MAJCOMs	2
MAJCOM Functionals	2
MPF	1
CSS	1
Tech Rep	1
AFCQMI	<u>2</u>
<b>Total</b>	<b>14</b>
<b>Duration:</b> 45 weeks	

<b>AFIP/PME</b>	
<b>Members</b>	<b>#</b>
AF/DPDE (Lead)	1
AFPC/DPA	1
AFPC/DPD	1
AFPC/DPK	1
AFPC/DPS	1
AU	2
AETC	1
MAJCOMs	2
MPF	1
CPF	1
ESO	1
Tech Rep	1
AFCQMI	<u>2</u>
<b>Total</b>	<b>16</b>
<b>Duration:</b> 26 weeks	

<b>Civilian Staffing</b>	
<b>Members</b>	<b>#</b>
AF/DPFC (Lead)	1
AF/DPFZ	1
AFPC/DPC	2
AFPC/DPD	1
AFPC/DPK	2
MAJCOM/CPF	6
Customers	2
Tech Rep	1
AFCQMI	<u>2</u>
<b>Total</b>	<b>18</b>
<b>Duration:</b> 26 weeks	

<b>Personal Affairs</b>	
<b>Members</b>	<b>#</b>
AFPC/DPS (Lead)	1
AF/DPDF	1
MAJCOMs	2
MPF	2
CSS	2
FSC	1
Tech Rep	1
AFCQMI	<u>2</u>
<b>Total</b>	<b>12</b>
<b>Duration:</b> 26 weeks	

<b>Civilian Classification</b>	
<b>Members</b>	<b>#</b>
AF/DPC (Lead)	1
AF/DPFZ	1
AFPC/DPC	2
AFPC/DPD	1
MAJCOM/CPF	5
OSD/CPMS	1
Customers	2
Tech Rep	1
AFCQMI	<u>2</u>
<b>Total</b>	<b>16</b>
<b>Duration:</b> 35 weeks	

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**FY 02**

<b>Evaluations</b>	
<b>Members</b>	<b>#</b>
AF/DPFP (Lead)	1
AF/DPFM	1
AFPC/DPD	1
AFPC/DPP	1
AFPC/DPS	1
Joint	1
MAJCOMs	5
MPF	2
CPF	2
CSS	2
Tech Rep	1
AFCQMI	<u>2</u>
<b>Total</b>	<b>20</b>
<b>Duration:</b> 45 weeks	

<b>Formal Training</b>	
<b>Members</b>	<b>#</b>
AF/DPDE (Lead)	1
AFPC/DPA	1
AFPC/DPD	2
AFPC/DPK	1
AFPC/DPP	1
AFPC/DPS	1
AETC	1
MAJCOMs	4
MPF	2
CPF	2
Tech Rep	1
AFCQMI	<u>2</u>
<b>Total</b>	<b>19</b>
<b>Duration:</b> 35 weeks	

<b>Retirements and Separations</b>	
<b>Members</b>	<b>#</b>
AFPC/DPP (Lead)	1
AF/DPFM	1
AF/DPFP	1
AFPC/DPC	1
AFPC/DPD	1
AFPC/DPS	1
MAJCOMs	3
MPF	4
CPF	4
Tech Rep	1
AFCQMI	<u>2</u>
<b>Total</b>	<b>20</b>
<b>Duration:</b> 35 weeks	

<b>Casualty Assistance</b>	
<b>Members</b>	<b>#</b>
AFPC/DPW (Lead)	1
AF/DPFM	1
AFPC/DPD	1
AFPC/DPS	1
MPF (1 overseas)	2
CPF (1 overseas)	2
FSC	1
Tech Rep	1
AFCQMI	<u>2</u>
<b>Total</b>	<b>12</b>
<b>Duration:</b> 26 weeks	

<b>Enlisted Retraining</b>	
<b>Members</b>	<b>#</b>
AFPC/DPP (Lead)	1
AF/DPDE	1
AF/DPRS	1
AFPC/DPA	1
AFPC/DPD	1
AFPC/DPS	1
AETC	1
MAJCOMs	4
MPF	2
Tech Rep	1
AFCQMI	<u>2</u>
<b>Total</b>	<b>16</b>
<b>Duration:</b> 26 weeks	



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**FY03**

<b>Officer Promotions</b>	
<b>Members</b>	<b>#</b>
AFPC/DPP (Lead)	1
AF/DPFP	1
AFPC/DPD	1
AFPC/DPS	1
JCS/J1	1
MAJCOMs	8
MPF	2
Tech Rep	1
AFCQMI	<u>2</u>
<b>Total</b>	<b>18</b>
<b>Duration:</b> 45 weeks	

<b>Enlisted Promotions</b>	
<b>Members</b>	<b>#</b>
AFPC/DPP (Lead)	1
AF/DPFP	1
AFPC/DPD	1
AFPC/DPS	1
MAJCOMs	8
MPF	2
Tech Rep	1
AFCQMI	<u>2</u>
<b>Total</b>	<b>17</b>
<b>Duration:</b> 45 weeks	

<b>Sustainment</b>	
<b>Members</b>	<b>#</b>
AFPC/DPS (Lead)	1
AF/DPFP	1
AF/DPRS	1
AFPC/DPA	1
AFPC/DPD	1
AFPC/DPP	1
MAJCOMs	2
MPF	2
CSS	2
First Sgt	1
SG	1
JA	1
Tech Rep	1
AFCQMI	<u>2</u>
<b>Total</b>	<b>18</b>
<b>Duration:</b> 35 weeks	

**FY04**

<b>Military Compensation, Benefits &amp; Entitlements</b>	
<b>Members</b>	<b>#</b>
AFPC/DPS (Lead)	1
AF/DPRS	1
AFPC/DPD	1
AFPC/DPS	1
MAJCOMs (1 overseas)	3
MPF (1 overseas)	2
FM	1
LGT	1
Tech Rep	1
AFCQMI	<u>2</u>
<b>Total</b>	<b>14</b>
<b>Duration:</b> 26 weeks	

<b>Accessions</b>	
<b>Members</b>	<b>#</b>
AFPC/DPP (Lead)	1
AF/DPFC	1
AF/DPFP	1
AF/DPRS	1
AFPC/DPA	1
AFPC/DPC	1
AFPC/DPD	1
AFPC/DPS	1
AETC	3
USAFA	1
CPF	1
MEPS	1
ESO	1
Tech Rep	<u>1</u>
AFCQMI	<u>2</u>
<b>Total</b>	<b>18</b>
<b>Duration:</b> 35 weeks	

<b>Civilian Compensation, Benefits &amp; Entitlements</b>	
<b>Members</b>	<b>#</b>
AFPC/DPC (Lead)	1
AF/DPFM	1
AF/DPFZ	1
AF/DPRC	1
AFPC/DPD	1
MAJCOMs (1 overseas)	3
CPF (1 overseas)	2
Tech Rep	1
AFCQMI	<u>2</u>
<b>Total</b>	<b>13</b>
<b>Duration:</b> 26 weeks	

<b>AFIT</b>	
<b>Members</b>	<b>#</b>
AFPC/DPA (Lead)	1
AF/DPDE	1
AFPC/DPD	1
AFPC/DPS	1
USAFA	1
AETC	2
ESO	1
Tech Rep	1
AFCQMI	<u>2</u>
<b>Total</b>	<b>11</b>
<b>Duration:</b> 26 weeks	

**FY05**

<b>Downsizing &amp; Force Management</b>	
<b>Members</b>	<b>#</b>
AF/DPFM (Lead)	1
AF/DPFC	1
AF/DPFP	1
AFPC/DPC	1
AFPC/DPD	1
AFPC/DPP	1
MAJCOMs	2
MPF	1
CPF	1
Tech Rep	1
AFCQMI	<u>2</u>
<b>Total</b>	<b>13</b>
<b>Duration:</b> 26 weeks	

<b>Work Force Relations</b>	
<b>Members</b>	<b>#</b>
AF/DPFM (Lead)	1
AFPC/DPC	1
AFPC/DPS	1
MAJCOMs	2
MPF	2
CPF	4
Tech Rep	1
AFCQMI	<u>2</u>
<b>Total</b>	<b>14</b>
<b>Duration:</b> 35 weeks	

<b>Military Classification</b>	
<b>Members</b>	<b>#</b>
AFPC/DPP (Lead)	1
AF/DPFP	1
AFPC/DPA	1
AFPC/DPD	1
AFPC/DPS	1
MAJCOM	8
MPF	2
Tech Rep	1
AFCQMI	<u>2</u>
<b>Total</b>	<b>18</b>
<b>Duration:</b> 35 weeks	

<b>Records Maintenance</b>	
<b>Members</b>	<b>#</b>
Notional Team Size	25
<b>Duration:</b> 35 weeks	

<b>CCAF/ODE</b>	
<b>Members</b>	<b>#</b>
Notional Team Size	20
<b>Duration:</b> 26 weeks	

**Estimated Reengineering Costs**

The estimated cost to reengineer each process area was derived from the AF/XPM estimate based on workshops, AFCQMI trips, benchmarking, and data gathering. The estimated cost for a large reengineering team (25 members) is \$214,600, a medium-sized team (20 members) is \$186,600 and for a small team (13 members) is \$160,600. Included in the cost estimate is \$300,000 per FY for AF/DP-PRO contractor support. The reengineering schedule begins in FY99 and continues through the end of FY05. Table 8 reflects the estimated cost of the reengineering project by fiscal year.

**Table 8, Estimated Reengineering Costs by Fiscal Year.**

<b>Fiscal Year</b>	<b>Estimated Cost</b>
00	\$915,800
01	\$1,129,000
02	\$1,181,000
03	\$859,800
04	\$968,400
05	\$1,209,000
<b>Total</b>	<b>\$6,263,000</b>

## **RISK MANAGEMENT PLAN**

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Reengineering the processes within a function as large as Air Force Personnel has major risks. It is documented in reengineering literature that approximately 75 to 80 percent of reengineering efforts fail. To succeed, reengineering requires leadership support, buy-in, resources, and constant communication. Therefore, the AF/DP-PRO must monitor critical points and take action where necessary to ensure Personnel reengineering proceeds smoothly.

The purpose of this Risk Management Plan is to identify risks to the Personnel reengineering project completion; assess the probability and impact of each identified risk; and provide mitigating actions for minimizing the impact of the risk. The Tiger Team identified the following risks and mitigation actions to prevent these risks from thwarting reengineering efforts.

### **Risks:**

<b><u>CS&amp;P:</u></b> CS&P is on-going at the same time as reengineering, resulting in competing efforts. CS&P could force the Personnel community to rush this reengineering effort. “County options” could result further complicating the situation, fragmenting Personnel processes across the Air Force.	
<b>Probability:</b> High	<b>Impact:</b> High
<b>Mitigation:</b> Reengineering Readiness/Mobility & PERSCO in FY00 will allow Personnel to better manage CS&P initiatives as wartime requirements will be known.	

<b><u>Lack of Funding:</u></b> Personnel must have the required funding to carry APPG reengineering to its conclusion.	
<b>Probability:</b> High	<b>Impact:</b> High
<b>Mitigation:</b> Personnel needs to ensure a return on investment and articulate savings. AF/DP-PRO will work funding issues by looking for funding in-house and/or through the Air Force Corporate Structure. MAJCOM/DPs should plan for Reengineering Study Team TDYs in their budgets.	

<b><u>Lack of Manpower:</u></b> The reengineering effort must have the required people committed to carrying reengineering to its conclusion. Personnel must ensure any manpower savings are not taken until APPG reengineering is complete in FY05.	
<b>Probability:</b> High	<b>Impact:</b> High
<b>Mitigation:</b> Leadership throughout the Personnel community must support reengineering and ensure qualified personnel are available for participation on Reengineering Study Teams. This includes personnel dedicated full-time to the AF/DP-PRO.	

<b><u>Multiple Process Owners:</u></b> A project such as this, which crosses all aspects of the Personnel community, runs the danger of getting direction from multiple sources.	
<b>Probability:</b> High	<b>Impact:</b> High
<b>Mitigation:</b> The AF/DP-PRO will manage and coordinate all Personnel reengineering efforts. All levels of the Personnel community must understand that direction for reengineering comes from a single source – the AF/DP – through the AF/DP-PRO.	

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<b><u>Vested Interests:</u></b> No process area should be excluded for consideration because of historical practice, political correctness, or bias.	
<b>Probability:</b> High	<b>Impact:</b> High
<b>Mitigation:</b> The Personnel community need to keep thinking “outside the box” at all levels and allow the reengineering teams to reengineer processes as efficiently and effectively as possible.	

<b><u>Failure to Institutionalize Reengineering:</u></b> Reengineered processes must be put into effect through formal guidance, AFI changes, UMD changes, etc. If not institutionalized, Personnel risks reverting back to the status quo and more comfortable processes.	
<b>Probability:</b> High	<b>Impact:</b> High
<b>Mitigation:</b> Ensure guidance, policies, and procedures are changed in a timely manner. Change manpower documents to reflect the new structure.	

<b><u>Moving Too Quickly or Too Slowly:</u></b> Reengineering often takes several years to complete. The Personnel community needs to be cautious of rushing the reengineering process resulting in degraded or failed efforts. Conversely, moving too slowly may result in other external forces forcing change upon the Personnel community.	
<b>Probability:</b> High	<b>Impact:</b> High
<b>Mitigation:</b> Top-down support is required to deliberately plan and implement the reengineering process through the AF/DP-PRO.	

<b><u>Lack of Buy-In, Internally and Externally:</u></b> Internal and external customers may not agree with some Personnel reengineering initiatives. This could result in resistance, “county options,” or heavy workload on those remaining.	
<b>Probability:</b> Medium	<b>Impact:</b> High
<b>Mitigation:</b> The AF/DP and the AF/DP-PRO must communicate the Personnel intention of the reengineering effort to internal and external customers.	

<b><u>Information Technology Solutions not Available:</u></b> Reengineering may require significant information technology (IT) enhancements to ensure reengineered processes are most efficient.	
<b>Probability:</b> Medium	<b>Impact:</b> High
<b>Mitigation:</b> Commitment of funding and expertise will assure the availability of IT solutions. Each Reengineering Study Team includes an IT expert.	

<b><u>Low Morale, High Stress, and Potential for Workforce Aggression:</u></b> Any time there is significant and ongoing change, there is a chance for increased stress within the Air Force populace.	
<b>Probability:</b> Medium	<b>Impact:</b> High
<b>Mitigation:</b> Continuous communication from leadership, stress management programs, “town hall” meetings, etc., will mitigate escalating stress levels.	

<b><u>Potential for Disruption in Customer Service:</u></b> Reengineering Personnel processes could result in temporary disruptions in customer service.	
<b>Probability:</b> Medium	<b>Impact:</b> Medium
<b>Mitigation:</b> Top-down support to deliberately plan and implement the reengineering process through the AF/DP-PRO will ensure customer awareness of Personnel’s reengineering efforts.	

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<p><b><u>Customer Frustration:</u></b> Change in itself will be a frustration to the customer if new processes are not implemented correctly. There is potential for less human contact through increased reliance on IT.</p>
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<p><b>Probability:</b> Low</p>
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<p><b>Impact:</b> Medium</p>
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<p><b>Mitigation:</b> Involvement of customers in the reengineering process and detailed communication to the field about our processes along with <i>continuous</i> customer feedback. The AF/DP-PRO will monitor to ensure the AF/DP's guidance regarding customer interface is implemented.</p>
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<p><b><u>Failure to Consider Process Linkages:</u></b> Many Personnel processes are linked, therefore, Reengineering Study Teams must ensure efforts take linkages into account.</p>
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<p><b>Probability:</b> Low</p>
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<p><b>Impact:</b> Low</p>
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<p><b>Mitigation:</b> Continuous monitoring by the Reengineering Study Teams and the AF/DP-PRO will be required to ensure process linkages are considered.</p>
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## **COMMUNICATION PLAN**

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The Communication Plan addresses messages, communication vehicles, objectives, accountability, and frequency of communicating to the Personnel community and customers. The overarching goal of the Communication Plan is to ensure understanding and acceptance of reengineering goals and changes by those with a stake in the process. To that end, the Communication Plan outlines communication responsibilities for each element of the reengineering project.

### **AF/DP - Personnel Reengineering Office (AF/DP-PRO)**

The AF/DP-PRO implements and monitors this Communication Plan. The AF/DP-PRO will also keep the Personnel community informed of the status of the overall reengineering project. To do this, the AF/DP-PRO should create briefings for the AF/DP and senior staff to “spread the word” on the Personnel reengineering project at appropriate venues (e.g., Advanced Personnel Officers Course (APOC), Civilian Worldwide Personnel Conference, Air Force Personnel Board of Directors (BoD) meetings, the Worldwide Personnel Conference, and MPF Chiefs Conference, etc.). The AF/DP-PRO should maintain an Internet web site that provides current status of the overall reengineering project. Additionally, the AF/DP-PRO should prepare an initial briefing for AF/DP to present at an upcoming Air Force BoD meeting.<sup>4</sup> The Air Force BoD provides an excellent forum to inform Air Force senior leadership of AF/DP’s reengineering efforts and garner up front understanding and support.

### **Reengineering Study Teams**

Each Reengineering Study Team will be responsible for reengineering a process area. Reengineering Study Team leads must provide updates to the AF/DP-PRO to be used for briefing the AF/DP, senior staff, and posting to a potential reengineering web site, etc.

### **MAJCOM Directors Of Personnel**

MAJCOM/DPs play a key role in disseminating Personnel reengineering information within their commands to senior leadership and customers. MAJCOM/DPs will serve as a conduit through which the AF/DP-PRO can disseminate reengineering information. The reengineering effort should be publicized via base newspaper articles and briefings in appropriate media to the MAJCOM staff and field.

### **Communication Objectives**

While the previous paragraphs specifically address the major players in the Communication Plan, Table 9 identifies specific communication targets and objectives.

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<sup>4</sup> The AF BoD is chaired by the VCSAF and attended by Secretariat/Air Staff two-letters and MAJCOM/CVs.

**Table 9, Personnel Reengineering Communication Plan Matrix.**

<b>Audience</b>	<b>Objectives</b>	<b>Method</b>	<b>Frequency</b>	<b>OPR</b>
CSAF	Support/Buy-in	SSS/Face-to-face meetings	As needed	AF/DP-PRO
SECAF	Support/Buy-in	Face-to-face via CSAF	As needed	AF/DP-PRO
Joint Leadership	Info	Briefing	Initial/As needed	AF/DP-PRO
MAJCOM/CCs and Staffs	Info/Support/Buy-in	Briefing	Initial/As needed	AF/DP-PRO through MAJCOM/DPs
AF BoD	Info/Support	Briefing	Initial/As needed	AF/DP-PRO
AF/DP	Support/Buy-in/Approval/Resources	SSS/Face-to-face meetings/Briefings	Continuous	AF/DP-PRO
SAF/MI	Support/Buy-in	SSS/Face-to-face meetings	As needed	AF/DP-PRO
Air Staff and AF Corporate Structure	Info/Support/Resources	Briefings	Initial/As needed	AF/DP-PRO through AF/DPR
AF/DP Staff	Support/Buy-in/Resources	SSS/Briefings/WWPC/DP BoD	Initial/As needed	AF/DP-PRO
AFPC/CC and Staff	Support/Buy-in/Resources	SSS/Briefings/WWPC/DP BoD	Initial/As needed	AF/DP-PRO
MAJCOM/DPs and Staffs (includes FOAs/DRUs)	Support/Buy-in/Resources	Briefings/WWPC/E-mail/Messages	Initial/As needed	AF/DP-PRO
NAFs	Info	Briefings/E-mail/Messages	Initial/As needed	MAJCOM/DPs; AF/DP-PRO
Wing Leadership (Includes Squadron CCs)	Info/Support	Briefings/E-mail/Messages	Initial/As needed	MAJCOM/DPs; AF/DP-PRO
MSS/CCs	Info/Buy-in/Resources/Support	Briefings/Messages/E-mail/Conferences	Initial/As needed	MAJCOM/DPs
Unions	Info/Impact & Implementation Bargaining	Letter/Face-to-face	As needed	Base CPF; AF/DPFM (for national union issues)
General Population	Info/Customer Feedback	Various media	As appropriate	AF/DP-PRO



## **REENGINEERING STUDY TEAM GUIDANCE**

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The Plan serves as guidance for Reengineering Study Teams. The plan will be updated by the AF/DP-PRO as appropriate – it is a living document. This section delineates the roles and responsibilities of the Reengineering Study Team leaders and members. Additionally, it details the AFCQMI role in the process. The roles and responsibilities of the AF/DP-PRO have already been detailed in *Part 2: Air Force Personnel Reengineering Management Concept* of this Plan.

### **Reengineering Study Team Leads**

The primary role of the Reengineering Study Team leader is to organize and coordinate all phases of a particular reengineering study. The Reengineering Study Team lead is responsible for organizing, assigning tasks to team members, coordinating meeting/workshop schedules and ensuring the reengineering project remains on schedule.

Before Reengineering Study Teams begin work, it is important to review the entire Plan to get a full understanding of the context and purpose of the reengineering effort. It is critical to review AF/DP guidance for reengineering (page 9 of this document). AF/DP guidance includes:

- ◆ Don't "jump" to presupposed end states
- ◆ Focus on the customer
- ◆ Use commanders as champions
- ◆ Consider multi-skilling
- ◆ Consider technology as a means of giving Personnel staffs more time for face-to-face dealings with customers
- ◆ Build in agility
- ◆ Push products and services to customers.

All Reengineering Study Team leaders will report and take direction from the AF/DP-PRO. The AF/DP-PRO, in turn, will disseminate guidance to the Reengineering Study Teams and monitor progress of efforts for the AF/DP. Each team leader will provide reports to the AF/DP-PRO. Additionally, it is expected that Reengineering Study Team leaders will report problems or other difficulties that may require higher level resolution to the AF/DP-PRO.

Reengineering Study Team leads will partner with AFCQMI via a project agreement. The project agreement will clarify purpose, scope, methodology, objectives, roles, and responsibilities of the participants. Appendix B of this Plan, *Project Agreement for Personnel Annual Planning and Programming Guidance (APPG) Reengineering*, will serve as a template for follow-on Reengineering Study Teams. Initial contact will be established through the AF/DP-PRO. The AF/DP-PRO will be involved throughout all Reengineering Study Team efforts.

**Reengineering Study Team Members**

The AF/DP-PRO will coordinate selection of Reengineering Study Team members with the Reengineering Study Team Leader and organizations which perspective Team members are assigned.

The primary role of Reengineering Study Team members will be to work with AFCQMI to:

1. Conduct analysis and reengineering of process areas within Personnel.
2. Prioritize major workloads within Personnel and identify the associated manpower tied to each major workload.
3. Collect and analyze data during the studies.
4. Produce reengineering proposals to eliminate unfunded requirements and achieve manpower savings.
5. Document current and historical resource requirements—data to show the cost of producing outputs.
6. Provide performance measures for each key process—data-driven indicators to aid in managing the function.
7. Propose organizational structures that link workload to processes to resources.
8. Complete a Personnel Reengineering Implementation Plan—detailed action plan for implementing the new organizational system.
9. Develop recommendations and options based on proposed process improvements.
10. Read Appendix C, Personnel Prototype Special Study Group Recommendations for reengineering related taskings that apply to individual Reengineering Study Teams.
11. Consider *technical support* (e.g., PSM support) and *administration* (e.g., MPF and CPF front offices) requirements that span the entire Personnel Life Cycle and are woven into all processes.

**AFCQMI**

AFCQMI is the Air Force reengineering agent. AFCQMI/MQRI will serve as facilitators and expert advisors to Reengineering Study Teams. An AFCQMI facilitator will guide the Reengineering Study Team through the entire reengineering project. The Reengineering Study Team will work primarily on steps 3 through 5 of the seven step AFCQMI reengineering methodology, although work will be required in subsequent steps. The entire AFCQMI

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reengineering methodology is contained in Table 10. It is important to note that the AFCQMI template applies to a 45-week project and that many sub-steps occur concurrently.

**Table 10, AFCQMI Reengineering Process Flow.**

<b>Task Name</b>	<b>Duration</b>
<b>Project Timeline</b>	<b>45 Weeks</b>
<b>STEP 1: Project Definition</b>	<b>6 Weeks</b>
Establish Partnership	2 Weeks
Define Purpose	2 Weeks
Assess Situation	2 Weeks
Develop Case for Action	1 Week
Begin Change Management	1 Week
Staff Project Proposal	4 Weeks
<b>STEP 2: Plan</b>	<b>7 Weeks</b>
Form Team	3 Weeks
Prepare Project Plan	4 Weeks
Establish Partnership ROE	2 Weeks
Determine Project Tasks	2 Weeks
Develop Data Collection Plan	2 Weeks
Establish Timelines and Project Management Plan	2 Weeks
Develop Communication Plan	2 Weeks
Prepare and Coordinate Project Agreement	6 Weeks
<b>STEP 3: As-Is</b>	<b>12 Weeks</b>
Mission Analysis	4 Weeks
Define Current Organizational Architecture	9 Weeks
Analyze Organization and Human Resources	4 Weeks
Analyze Activities and Processes	6 Weeks
Analyze Capital and Expendable Resources	9 Weeks
Analyze Information Requirements and Current Technology	3 Weeks
Determine Current Performance Levels	4 Weeks
Validate and Staff Requirements	3 Weeks
<b>STEP 4: Opportunity Research</b>	<b>12 Weeks</b>
Environmental Analysis	4 Weeks
Comparative Analysis and Benchmarking	12 Weeks
<b>STEP 5: To-Be</b>	<b>20 Weeks</b>
Select Option	1 Week
Finalize End State	1 Week
Identify Options	1 Week
Analyze Risks, Benefits and Feasibility	1 Week
Select Options	1 Week
Finalize End State	1 Week
Communicate End State	1 Week
Define Strategy	2 Weeks
Perform Gap Analysis	2 Weeks
Develop Potential Organizational Architecture	20 Weeks
Design New Process	16 Weeks
Identify Technology Insertion Opportunities	16 Weeks
Develop Organizational Chart and Human Resources Plan	16 Weeks
Identify New Capital and Expendable Resource Requirements	16 Weeks
Develop Estimate of Resource Impact	2 Weeks
Develop Performance Measures and Objectives	4 Weeks
<b>STEP 6: Coordination and Approval</b>	<b>15 Weeks</b>

<b>Project Partner Draft/Revise Strategic Plan</b>	<b>6 Weeks</b>
<b>Staff Results</b>	<b>4 Weeks</b>
<b>Refine Options</b>	<b>2 Weeks</b>
<b>Refine Resource Management Requirements</b>	<b>2 Weeks</b>
<b>Present Options/Recommendations</b>	<b>2 Weeks</b>
<b>Present Options/Recommendations to Corporate Air Force Leaders</b>	<b>4 Weeks</b>
<b>Communicate Decision to Stakeholders</b>	<b>1 Weeks</b>
<b>STEP 7: Implementation</b>	<b>8 Weeks</b>
<b>Assist in Preparation of Action Plan</b>	<b>4 Weeks</b>
<b>Assist in Implementation of Action Plan</b>	<b>4 Weeks</b>
<b>Finalize/Update Resource Allocation Tools</b>	<b>3 Weeks</b>
<b>Share Results/Benchmarks</b>	<b>2 Weeks</b>
<b>Retain Relationship With Project Partner</b>	<b>1 Week</b>

### **Key Steps of the AFCQMI Methodology**

**Developing the “As-Is” Model.** Reengineering Study Teams will identify current process tasks, products and resource requirements. For this purpose, Reengineering Study Teams should begin their activities by reviewing *Appendix A, Personnel Process Breakdown Charts*. These charts contain a breakdown of Personnel reengineering process areas and the Air Force Instructions, Air Force Forms, etc., associated with each process area. These charts are not all-inclusive, but reflect basic overarching Personnel processes. Reengineering Study Teams should use these charts as a starting point for further developing the “As-Is” model. This “As-Is” model includes a review of the people, policies, physical infrastructure and technology utilized today in the process being studied for reengineering. Reengineering Study Teams will build process models/process flowcharts to include man-years involved in each activity/process. Teams will look at costs of doing business/producing outputs. Teams must understand what starts a particular process as well as being able to define the end point (e.g., how you know when a process is complete). Teams will define present links to other processes (internal and/or external) as they flowchart current processes. Reengineering Study Teams will also define all process inputs and outputs.

**Opportunity Research.** This step will require Reengineering Study Teams to research best practices and technologies available to meet future mission requirements. Reengineering Study Teams will perform an environmental scan of what future consumer requirements may be. Options will be developed and reviewed based upon outcomes of this research. Reengineering Study Teams, in coordination with the AF/DP-PRO, should review *Appendix C, Personnel Prototype Special Study Group Recommendations*, for applicable taskings.

**Develop “To-Be” Model.** The “To-Be” model will be the process end state -- what the Reengineering Study Team expects a process to be post-reengineering. Likely outcomes are redesigned tasks/processes; redesigned organizational structures; potential CS&P opportunities; redefined policy; incorporation of new information technology; new performance measures; and revised manyear/manpower requirements. Like mapping the “As-Is” process, the “To-Be” process must be mapped for process modeling. Processes will be mapped to the level required -- in most reengineering this is down to the action officer level. AFCQMI will provide process model software for accomplishing much of this step.

# APPENDIX A – PERSONNEL PROCESS BREAKDOWN CHARTS

MEO/EEO	
<b>MEO</b>	
	Defense Equal Opportunity Management Institute (DEOMI)
	Women In NATO
	DACOWITS
	DEOMI Topical Research Intern Program
<b>Forms And Directives</b>	
	AF Form 1271 - Social Actions Record Of Assistance
	AF Form 1587-1 - Military Equal Opportunity Informal Complaint Summary
	AFPD 36-27 Social Actions (3 Sep 1993)
	AFPAM 36-2704 Military Equal Opportunity Unit Climate Assessment Program (1 Feb 1998)
	AFPAM 36-2705 Discrimination And Sexual Harassment (28 Feb 1995)
	AFI 36-2706 Military Equal Opportunity And Treatment Program (1 Dec 1996)
	AFI 36-2707 Nondiscrimination In Programs And Activities Assisted Or Conducted By The Department Of The Air Force (1 May 1998)
<b>EEO</b>	
	EEO Complaint Processing
	Discrimination Complaints
	Discrimination And Sexual Harassment
	AF Dispute Resolution Program
<b>Forms And Directives</b>	
	AFPD 36-2 Employment And Affirmative Action (1 Oct 1996)
	AFPD 36-12 Dispute Resolution (27 Sep 1993)
	AFR 36-1201 Discrimination Complaints (25 Jul 1994)
	EEO Programs
	Handicap Individuals
	Small Disadvantage Business And Minority Universities
READINESS/MOBILITY & PERSCO	
<b>Readiness Active Execution</b>	
	Base Level Personnel Deployment
	Contingency Augmentation
	READY Program
	Certificate For Travel Under Classified Orders
	Personnel Readiness Unit (PRU)
	Personnel Readiness Unit (PRU) Operations
	Mobility Processing
	Filler And Replacement Requests
	Procedures For Obtaining Contingency Manning
	Contingency TDY Fill Actions
	Monitors Temporary Duty (TDY) Orders
	Develops/Conducts READY Training
	Requests And Distributes READY Product To Unit
	Reviews Unit READY Input
	Maintains READY Points Of Contact
	Manning Assistance
	Supports READY Review Board
<b>PALACE Deployment Manning Programs</b>	
	PALACE Trip

PALACE Blitz
PALACE Tenure Requirements
<b>Forms And Directives</b>
AF Form 3847 - Deployment Processing TDY Checklist
AF Form 4006 - Deployment Shortfall/LIMFAC
AF Form 4005 - Individual Deployment Requirements
<b>Readiness Active Reporting</b>
Reviews And Processes AWOL/Deserter Reporting Package
Status Of Resources And Training System (SORTS)
Maintains TDY Control Roster
Maintains Manning Management Roster
Prepares And Calculates The Total And Critical Personnel Percentages (Flying Units)
Unit Strength
Reviews And Processes AF Form 2098
SORTs Reporting
Duty Status Accounting And Reporting
Administration Of Air Force Prisoners
Maintains A Copy Of Designed Operational Capability (DOC) Statement
Maintains Category Level (C-Level) Worksheet And Supporting Documents
Conducts Duty Status Training
Develops/Conducts SORTS Training
Controls Classified Material
Corrects Duty Status/Lost Time DJMS Reject
Prepares And Distributes The Monthly Military Personnel Strength Report
Distributes Daily Strength Report To Non-PC-III Unit
<b>Readiness Civilian</b>
Manning Assistant
<b>Forms And Directives</b>
AFI 10-215, Personnel Support for Contingency Operations
AF Form 3598 - Civilian Employee Military Reserve/Guard/Retiree Category
AFI 36-507 Mobilization Of The Civilian Work Force (21 Jul 1994)

OFFICER ASSIGNMENTS
Command Selection Boards
General Officers
Colonels
Lieutenant Colonels And Below
SQ/CC Selections
Overseas Tour Length Policy
Processes Assignment Limitation Code
Processes Manning Assistance Request
Processes Intrabase Assignment (PCA)
Processes Assignment Availability Code
Processes Incoming Allocation Brief
Amends Special Order
Manages Overseas Tour Information
In-Processes Individual (PCS/Permanent Change Of Assignment (PCA))
In-Processes Individual (Prior Service Accession)
Processes Change To Overseas Tour Status
Obtains Assignment
Processes Request For Secretarial Waiver
Completes Relocation Processing Update
Processes Application For Exceptional Family Member Program (EFMP) Or Humanitarian Assignment

Processes Voluntary Assignment Application
Processes Home-Base/Follow-On Assignment
Processes MAJCOM Controlled Special Duty Assignment
Processes AFPC Controlled Special Duty Assignment Application
Processes Headquarters United States Air Force (HQ USAF)/MAJCOM Nomination Of Individual For Special Duty Assignment
Processes AFPC Assignment Allocation
Processes Declination Statement
Validates Request For Release From Assignment Levy
Processes Request For Deferment
Processes Change-In-Assignment Action
Conducts Initial Relocation Briefing
Performs Final Processing Action
Formulates Reply To Processing Discrepancy Inquiry
Accomplishes No-Show Action
Processes Request For Visa And/Or Passport
Recovers Official Passport
Performs Officer/Enlisted Assignment Listing Action
Personnel Reliability Program (PRP) Policy/Procedures
Stabilized Tour
Perform Resource Management
Operational Deferments
Utilization Policy/Procedures (Air Staff/MAJCOM/AFPC)
Distribution Management
Force Structure Changes
Functional Manager Interface
Manpower Interface
DEROS Management/OS Tour Length
<b>Forms And Directives</b>
AF Form 1466 - Request For Family Member's Medical And Education Clearance For Travel
AF Form 1466a - Request For Family Members Educational Information
AF Form 973 - Request And Authorization For Change Of Administrative Orders
AF Form 1045 - Request And Authorization For Student Dependent Travel
AF Form 1631 - NATO Travel Orders
AF Form 4057 - Officer Assignment Preference Worksheet
AF Form 934 - Requisition For USAF Officer
AF Form 32 – Certificate For Travel Under Classified Orders
AF Form 964 - PCS,TDY, Or Training Declination Statement
AF Form 965 Oversea Tour Election Statement
AF Form 899 - Request And Authorization For Permanent Change Of Station - Military (AF Form 11, PA)
AFPD 36-21 Utilization And Classification Of Air Force Military Personnel (1 Apr 1998)
AFI 36-2102 Base-Level Relocation Procedures (22 Jun 1998)
AFI 36-2110 Assignments (20 Jul 1994)
IMC 95-1 Assignments (28 Mar 1995)
IC 98-1 Assignments (16 Oct 1998)
AFPD 36-26 Military Force Management (20 Dec 1993)

FAMILY PROGRAMS & READINESS SUPPORT	
<b>Crisis Intervention</b>	
	Critical Incident Stress Debriefing
	Natural Disasters
	Repatriation
	Evacuation

NEO
Strike Contingency
Stop Travel
Crashes
<b>Community Support</b>
Outreach Program
Troop Support (email & VTC)
Mobility Processing
Support Groups
Reunion Briefings
<b>FAMILY PROGRAMS</b>
Family Care Plans
DoDDS
Impact Aid
Community Action Information Board
Data Collection
Air Force Integrated Delivery System (IDS)
Air Force Career Focus Program
<b>Forms And Directives</b>
AF Form 2800 - Family Support Center Individual/Family Data
AF Form 2801 - Family Support Center Interview And Follow Up Summary
AF Form 2805 - Family Support Center Volunteer Data Card And Service Record
AF Form 357 - Family Care Certification
AFI 36-2908 Family Care Plans (15 Jul 1994)
AFPAM 36-508 Employment Information For Families Being Assigned To Overseas Areas (1 Jun 1998)
AFI 36-3009 Family Support Center Program (1 Feb 1997)
<b>Transition Assistance Program (TAP)</b>
AFI 36-3022 Transition Assistance Program (1 Aug 1997)
<b>Air Force Aid</b>
Give Parents A Break
Spouse Tuition Assistance
Family Members Scholarship Program
Respite Care
Bundles For Babies
Child Care For PCS
Child Care For Volunteers
<b>Forms And Directives</b>
AF Form 3010 - USAF Statement Of Understanding Dependent Care Responsibilities
AF Form 2806 - Family Support Center Statistical Summary
AF Form 23 - Family Service Volunteer Record
AFI 36-3109 Air Force Aid Society (AFAS) (1 Oct 1995)
<b>Relocation Assistance Program (RAP)</b>
Standard Installation Topic Exchange Service (SITES) Inputs
<b>Forms And Directives</b>
AF Form 1664 - Application For Relocation Services Program
AFI 36-3011 Air Force Relocation Assistance Program (RAP) (1 Dec 1997)
<b>Information and Referral Program</b>
Family Information
Elder Care
<b>Personal Financial Management Programs</b>
AFI 36-2906 Personal Financial Responsibility (1 Jan 1998)
Volunteer Management
Family Life Education



<b>Red Cross Activities With The Air Force</b>
AFI 36-3105 Red Cross Activities Within The Air Force (2 May 1994)
<b>Federal Housing Administration (FHA) Insured Home Loans For Servicemen</b>
<b>Forms And Directives</b>
AFI 36-3005 Federal Housing Administration (FHA) Insured Home Loans For Servicemen (20 May 1994)
AFPD 36-1 General Civilian Personnel Provisions And Authorities (7 March 1995)
AFI 36-102 Basic Authority And Responsibility For Civilian Personnel Management And Administration (18 Feb 1994)
AFI 36-103 Organizational Responsibility For Civilian Personnel Administration And Management (21 Mar 1994)

<b>ENLISTED ASSIGNMENTS</b>
Chief Assignments
Updates Enlisted Personnel Transaction Indicator Segment 5 (PTI SG5)
Manning Priorities (Manning Plan)
Overseas Tour Length Policy
Processes Assignment Limitation Code
Processes Manning Assistance Request
Processes Intrabase Assignment (PCA)
Processes Assignment Availability Code
Processes Incoming Allocation Brief
Amends Special Order
Manages Overseas Tour Information
In-Processes Individual (PCS/Permanent Change Of Assignment (PCA))
In-Processes Individual (Prior Service Accession)
Processes Change To Overseas Tour Status
Obtains Assignment
Processes Request For Secretarial Waiver
Completes Relocation Processing Update
Processes Application For Exceptional Family Member Program (EFMP) Or Humanitarian Assignment
Processes Voluntary Assignment Application
Processes Home-Base/Follow-On Assignment
Processes MAJCOM Controlled Special Duty Assignment
Processes AFPC Controlled Special Duty Assignment Application
Processes Headquarters United States Air Force (HQ USAF)/MAJCOM Nomination Of Individual For Special Duty Assignment
Processes AFPC Assignment Allocation
Processes Declination Statement
Validates Request For Release From Assignment Levy
Processes Request For Deferment
Processes Change-In-Assignment Action
Conducts Initial Relocation Briefing
Performs Final Processing Action
Formulates Reply To Processing Discrepancy Inquiry
Accomplishes No-Show Action
Processes Request For Visa And/Or Passport
Recovers Official Passport
Performs Officer/Enlisted Assignment Listing Action
Personnel Reliability Program (PRP) Policy/Procedures
Stabilized Tour
Perform Resource Management
Operational Deferments

Utilization Policy/Procedures (Air Staff/MAJCOM/AFPC)
Distribution Management
Force Structure Changes
Functional Manager Interface
Manpower Interface
DEROS Management/OS Tour Length
<b>Forms And Directives</b>
AF Form 973 - Request And Authorization For Change Of Administrative Orders
AF Form 1045 - Request And Authorization For Student Dependent Travel
AF Form 1631 - NATO Travel Orders
AF Form 1466 - Request For Family Member's Medical And Education Clearance For Travel
AF Form 1466a - Request For Family Members Educational Information
AF Form 32 - Certificate For Travel Under Classified Orders
AF Form 392 - Airman Assignment Preference Statement
AF Form 899 - Request And Authorization For Permanent Change Of Station - Military (AF Form 11, PA)
AF Form 4008 - Request And Authorization For Initial Active Duty Training/Nonprior Service
AF Form 964 - PCS,TDY, Or Training Declination Statement
AF Form 965 Oversea Tour Election Statement
AF Form 675 - Airman Requisition For Departmental - Joint Activities
AFI 36-2123 - Management Of Enlisted Aides (21 Apr 1994)
AFPD 36-21 Utilization And Classification Of Air Force Military Personnel (1 Apr 1998)
AFI 36-2102 Base-Level Relocation Procedures (22 Jun 1998)
AFI 36-2110 Assignments (20 Jul 1994)
IMC 95-1 Assignments (28 Mar 1995)
IC 98-1 Assignments (16 Oct 1998)
AFPD 36-26 Military Force Management (20 Dec 1993)

<b>PERSONAL AFFAIRS</b>	
<b>ID Cards/Dog Tags</b>	
<b>Forms And Directives</b>	
AFI (I) 36-3026 Identification Cards For Members Of The Uniformed Services, Their Family Members, And Other Eligible Personnel (14 Jul 1998)	
AFI 36-3103 Identification Tags (1 May 1997)	
<b>Ceremonies</b>	
AFMAN 36-2203 Drill And Ceremonies (3 Jun 1996)	
<b>Retiree Activities Program (RA)</b>	
AFI 36-3106 Retiree Activities Program (PA) (1 Jun 1998)	
<b>Voting</b>	
AFI 36-3107 Voting Assistance Program (31 May 1994)	
<b>Memorialization Program</b>	
AFI 36-3108 Memorialization Program And Ceremonies (1 May 1996)	
<b>Fundraising Within The Air Force</b>	
AFI 36-3101 Fundraising Within The Air Force (8 Jul 1994)	
<b>U.S. Savings Bond Program</b>	
AFI 36-3102 US Savings Bonds Program (20 May 1994)	
<b>Air Force Mentoring Program</b>	
<b>Forms And Directives</b>	
AFPD 36-34 Air Force Mentoring Program (1 Nov 1996)	
AFI 36-3401 Air Force Mentoring (1 Jul 1997)	
<b>Survey</b>	
Personnel Survey	
AFI 36-2601 Air Force Personnel Survey Program (1 Feb 1996)	
Retiree Affairs Program	

<b>Individualized Newcomer And Treatment Program (Intro)</b>
AFI 36-2103 Individualized Newcomer Treatment And Orientation (INTRO) Program (3 Jun 1994)
<b>Dress And Personal Appearance</b>
<b>Forms And Directives</b>
AFI 36-2914 Uniform Clothing Items (24 Mar 1994)
AFI 36-3014 Clothing Allowances For Air Force Personnel (1 Sep 1998)
AFI 36-2923 Aeronautical, Duty, And Occupational Badges (1 May 1997)
AFI 36-2903 Dress And Personal Appearance Of Air Force Personnel (8 Jun 1998)

<b>AFIP/PME</b>
<b>AFIP</b>
<b>Forms And Directives</b>
AFI 36-2025 Air Force Intern Program (1 Jun 1998)
<b>PME</b>
<b>Officer</b>
SSS
ISS
SOS
ABC
Foreign PME Program
Reserve Professional Military Education (PME) Program
Processes Intermediate Service School/Senior Service School Board Results
Prepares and Processes Application for Squadron Officer School (SOS)
<b>Forms And Directives</b>
AF Form 3849 - PME/AFIT/RTFB Officer Worksheet
AFI 36-2301 Professional Military Education (22 Jul 1994)
AFI 36-2302 Professional Development (26 Aug 1994)
<b>Enlisted</b>
SNCOA
NCOA
ALS
Manages Testing Program
Processes Personnel Selections (PME, Air Force-Sponsored Education/Commissioning Program And Retraining Request)
Manages Education Programming
Administers the Selection Of Personnel For Attendance To Senior Noncommissioned Officer Academy (SNCOA)
Administers The Selection of Personnel For Attendance To Noncommissioned Officer Academy (NCOA)
Enlisted PME Quota
Manages NCO Leadership Development Program (NCOLDP)
<b>Civilian</b>
ISS
SOS
SSS
ABC

<b>CIVILIAN CLASSIFICATION</b>
Classifies Positions
Duty Titles
Position Descriptions
Position Management Policy
Managing Civilian Positions

Administers Resource Management Program
Skill Coding
Applying Government-Wide Job Grading And Classification Standards
Occupational Analyses. AFI 36-2601, AFI 36-2201, AFI 36-2623
<b>Forms And Directives</b>
AF Form 1378 - Civilian Personnel Position Description
AF Form 1065 - Nonappropriated Fund (NAF) Civilian Position Description
AF Form 1813 - Air Force Job Analysis Alternative Method Documentation
AFPD 36-5 Civilian Personnel Resource Management (Nov 1993)
AFI 36-502 Managing Civilian Personnel Resources (30 Mar 1994)
AFPAM 36-107 Personnel And Positions Actions (Dec 1993)
AFPD 36-14 Position Management And Classification (1 Feb 1996)
AFI 36-1401 Position Classification (1 Aug 1997)
AFMAN 36-505 Skill Coding (1 Aug 1996)

<b>CIVILIAN STAFFING</b>
Fill Vacant Positions From Internal Sources
Administers Merit Promotion Program (Including Reassignments)
Administers Career Programs
Priority Placement Program
Administers Civilian Employment Program
Civilian Career Program PCS Travel Orders
Civilian Employment And Procedures
Civilian Mobility
<b>Forms And Directives</b>
AF Form 1188 - Overseas Civilian Personnel Request
AFMAN 36-203 Staffing Civilian Positions (1 Feb 1996)
AFI-36-2024 Staffing Civilian Positions (1 Feb 1996)
AFPD 36-9 Senior Executive Resource Management (26 Jul 1994)
AFI 36-901 Air Force Senior Executive Resources (PA) (Jul 1994)
AFPD 36-6 Civilian Career Management (21 Oct 1994)
AFI 36-601 Air Force Civilian Career Program Management (25 Jul 1995)
AFMAN 36-606V1 Air Force Civilian Career Program Management (1 Jul 1995)
AFMAN 36-606V2 Air Force Civilian Career Planning (1 Dec 1995)
AFI 36-202 Civilian Mobility (18 Mar 1994)

<b>EVALUATIONS</b>
<b>OES</b>
OPR And Performance Feedback Programs
Senior Officer Evaluations
<b>Forms And Directives</b>
AF Form 475 - Education/Training Record
AF Form 77 - Supplemental Evaluation Sheet
AF Form 707a - Field Grade Officer Performance Evaluation Report
AF Form 707b - Company Grade Officer Performance Evaluation Report
AF Form 724a - Field Grade Officer Performance Feedback Worksheet (LRA)
AF Form 724b - Company Grade Officer Performance Feedback Worksheet (LRA)
AF Form 71 - Air Force General Officer Effectiveness Report
AFI 36-2402 Officer Evaluation System (1 Jul 1996)
AFPAM 36-2404 Guide To The USAF Officer Evaluation System ( 1 Dec 1996)
<b>EES</b>
EPR And Performance Feedback System

<b>Forms And Directives</b>
AF Form 910 - Enlisted Performance Report (AB Thru TSGT)
AF Form 911 - Senior Enlisted Performance Report (MSGT Thru CMSgt)
AF Form 931 - AB Thru TSGT Feedback Worksheet (LRA)
AF Form 932 - MSGT Thru CMSgt Worksheet (LRA)
AF Form 3956 - Report Of Inactive Duty Training Performance - AGTP/AFTP (USAFR)
AF Form 948 - Application For Correction/Removal Of Evaluation Reports
AFI 36-2403 The Enlisted Evaluation System (EES) (15 Jul 1994)
EMC 96-1 The Enlisted Evaluation System (EES) (24 Jun 1996)
AFPAM 36-2627 Airman And NCO Performance Feedback System (EES) (1 Aug 1997)
AFI 36-2401 Correcting Officer And Enlisted Evaluation Reports (1 Dec 1997)
AFPD 36-24 Military Evaluations (11 Jun 1993)
AFI 36-2603 Air Force Board Of Correction Of Military Records (1 Mar 1996)
<b>Civilian Performance System</b>
AF Civilian Personnel Evaluation And Compliance Program
Civilian Performance Management
AF Civilian Personnel Performance Management Program
<b>Forms And Directives</b>
AF Form 942 - Record Of Evaluation
AF Form 925 - Senior Executive Appraisal
AF Form 860 - Civilian Performance And Promotion Appraisal-Performance Plan
AF Form 860a - Civilian Performance And Promotion Appraisal-Performance Rating
AFI 36-1001 Managing The Civilian Performance Program (2 Aug 1993)
AFPD 36-10 Civilian Performance Management (1 Jan 1997)

<b>CASUALTY ASSISTANCE</b>
<b>Military/Civilian</b>
<b>Casualty Services</b>
Death/Casualty Assistance
Forms And Directives
AF Form 1312 - Report Of Retired Casualty
AF Form 58 - Casualty Assistance Summary (Transmittal)
AF Form 1075 - Casualty Roster
AFI 36-3002 Casualty Services (26 Aug 1994)
<b>Survivor Assistance</b>
AFI 36-809 Survivor Assistance (22 Apr 1994)

<b>FORMAL TRAINING</b>
<b>Officer</b>
Short Courses
Professional Continuing Education (PCE)
Counsels/Processes Application For Undergraduate Navigator/Pilot/Space Training, USAF Test Pilot School, Or Fighter Intercept Weapons School
<b>Enlisted</b>
Processes Bootstrap TDY Order
Processes School Declination Statement
International Training Assistance Program
Manages Testing Program
Prepares And Processes Application For Appointment To The USAF Academy And Preparatory School
Processes Personnel Selections (PME, Air Force-Sponsored Education/Commissioning Program And Retraining Request)
International Training Assistance Program
OJT

Trained Personnel Requirements Process (TPR)
Enlisted Specialty Training (EST) Program
Manages Education Programming
Processes Formal Training Quota (Excluding PME)
Establishes Assignment Availability Code And Active Duty Service Commitment Date (For Non-Training management System (TMS) Courses)
DANTES Programs
Distance Learning Training Program (DoDI 1322, DoD 5040.2)
Leadership Development
Skills & Proficiency
Conducts Unit Career Advisor (UCA) Training
Career Broadening
Career Field Education And Training Plans (CFETP)
Enroute Training Programs/Mission Ready Technician Feedback
<b>Civilian</b>
Long Term Training
Short Term Training
Monitors Civilian Personnel Policies, Practices, And Procedures Course (4P) Requirement
Civilian Enhancement Plans (CEP)
Civilian Career Program/Career Program Council
Competitive Development
Training Management System (AFTMS)
<b>Forms And Directives</b>
AF Form 1098 - Special Task Certification And Recurring Training
AF Form 797 - Job Qualification Standard Continuation/Command JQS
AF Form 403 - Request For Special Technical Training
AF Form 623a - On-The-Job Training Record - Continuation Sheet
AF Form 803 - Report Of Task Evaluation
AF Form 2096 - Classification/On-The-Job Training Action
AF Form 69 - Request For Change To USAF Formal School Catalog/Issuance Of PDS Codes
AF Form 19 - Request To Establish A New Professional Continuing Education Course
AF Form 4061 - Record Of Training
AF Form 3849 - PME/AFIT/RTFB Officer Worksheet
AF Form 215 - Officer Application For Flying Training
AF Form 1151 - Training Attendance And Rating
AFMAN 36-2234 Instructional System Development (1 Nov 1993)
AFMAN 36-2236 Guidebook For Air Force Instructors (15 Sep 1994)
AFCAT 36-2223 USAF Formal Schools (1 Jul 1997)
AFI(I) 36-2230 Interservice Training (28 Aug 1998)
AFMAN 36-2245 Managing Career Education And Training (30 Jun 1995)
AFMAN 36-2247 Planning, Conducting, Administering, And Evaluating Training (1 Oct 1997)
AFI 36-2205 Applying For Flying And Astronaut Training Programs (19 Jul 1994)
AFPD 36-22 Military Training (Sep 1993)
AFI 36-2014 Commissioning Education (May 1994)
AFI 36-2201 Developing, Managing, And Conducting Training (1 Apr 1997)
AFI 36-2616 Trained Personnel Requirements (10 Dec 1993)
AFPD 36-4 Air Force Civilian Training And Education (26 Jul 1994)
AFPD 36-6 Civilian Career Management (21 Oct 1994)
AFI 36-601 Air Force Civilian Career Program Management (25 Jul 1995)
AFMAN 36-606V1 Air Force Civilian Career Program Management (1 Jul 1995)
AFMAN 36-606V2 Air Force Civilian Career Planning (1 Dec 1995)
AFPD 36-13 Civilian Supervisory, Management, And Leadership Development (1 May 1997)

<b>ENLISTED RETRAINING</b>	
CAREERS (First-Term Airman Retraining) Program	
Administers First Sergeant Selection Board	
Coordinates On Request For Retraining	
Processes Enlisted Selective Retraining	
Processes Enlisted Voluntary Retraining Request	
NCO Retraining Program (NCORP)	
<b>Forms And Directives</b>	
AF Form 4032 - Application For Enlisted Retraining	
AFI 36-2626 Airman Retraining Program (Jul 1994)	

<b>RETIREMENTS</b>	
<b>Officer</b>	
Survivor Benefit Plan (SBP) And Supplemental Benefit Plan (SSBP)	
Grade Determination	
DD 214	
Retirement Computations	
Process Air Force Prisoner Discharge/Retirement	
Process Air Force Physical Disability Separations And Retirements	
PhoenixAviator (PA) 20 Program	
<b>Forms And Directives</b>	
AFI 36-3008 Servicemen's Group Life Insurance (SGLI) And Veteran's Group Life Insurance (VGLI) (20 May 1994)	
AFJPAM 36-3021 The Uniformed Service Survivor Benefit Plan, Continued Income For Survivors (1994)	
AFI 36-3006 Survivor Benefit Plan (SBP) And Supplemental Survivor Benefit Plan (SSBP) (Active, Guard, Reserve, And Retired ) (1 Jul 1996)	
<b>Request For Retirements Process</b>	
<b>Forms And Directives</b>	
AF Form 1160 - Military Retirement Actions	
AF Form 356 - Findings And Recommended Disposition Of USAF Physical Evaluation Board	
AFI 36-3212 Physical Evaluation For Retention, Retirement, And Separation (1 Jan 1998)	
AFPD 36-32 Military Retirements And Separations (14 Jul 1993)	
AFI 36-3203 Service Retirements (10 Aug 1994)	
<b>Enlisted</b>	
Survivor Benefit Plan (SBP) And Supplemental Benefit Plan (SSBP)	
Grade Determination	
DD 214	
Retirement Computations	
Process Air Force Prisoner Discharge/Retirement	
Process Air Force Physical Disability Separations And Retirements	
Request For Retirements Process	
<b>Forms And Directives</b>	
AF Form 356 - Findings And Recommended Disposition Of USAF Physical Evaluation Board	
AF Form 1160 - Military Retirement Actions	
AFJPAM 36-3021 The Uniformed Service Survivor Benefit Plan, Continued Income For Survivors (1994)	
AFI 36-3006 Survivor Benefit Plan (SBP) And Supplemental Survivor Benefit Plan (SSBP) (Active, Guard, Reserve, And Retired ) (1 Jul 1996)	
AFI 36-3008 Servicemen's Group Life Insurance (SGLI) And Veteran's Group Life Insurance (VGLI) (20 May 1994)	

AFI 36-3212 Physical Evaluation For Retention, Retirement, And Separation (1 Jan 1998)
AFPD 36-32 Military Retirements And Separations (14 Jul 1993)
AFI 36-3203 Service Retirements (10 Aug 1994)
<b>Civilian</b>
Retirement Computations
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Early
Disability

SEPARATIONS	
<b>Military</b>	
Grade Determination	
DD 214	
ID Cards	
Counseling	
Process Air Force Prisoner Discharge/Retirement	
Process Air Force Active Duty Separations (Voluntary And Involuntary)	
Process Administrative Discharge Actions (Military And Civilian)	
Process Air Force Physical Disability Separations And Retirements	
Applying For The PALACE Chase And PALACE Front Programs	
Requests For Separations Process	
<b>Forms And Directives</b>	
AF Form 356 - Findings And Recommended Disposition Of USAF Physical Evaluation Board	
AF Form 350 - Separation Pay Worksheet	
AF Form 780 - Officer Separation Actions	
AF Form 31 - Airman's Request For Early Separation/Separation Based On Change In Service Obligation	
AFPAM 36-3210 Procedural Guide For Enlisted Administrative Discharge Boards (1 Nov 1995)	
AFI 36-3208 Administrative Separation Of Airmen (14 Oct 1994)	
AFI 36-3022 Transition Assistance Program (1 Aug 1997)	
AFI 36-3008 Servicemen's Group Life Insurance (SGLI) And Veteran's Group Life Insurance (VGLI) (20 May 1994)	
AFI 36-3212 Physical Evaluation For Retention, Retirement, And Separation (1 Jan 1998)	
AFI 36-3204 Procedures For Applying As A Conscientious Objector (15 Jul 1994)	
AFI 36-3205 Applying For The PALACE Chase And PALACE Front Programs (9 Jun 1994)	
AFPD 36-32 Military Retirements And Separations (14 Jul 1993)	
AFI 36-3202 Separation Documents (20 May 1994)	
AFI 36-3206 Administrative Discharge Procedures For Commissioned Officers (19 Jun 1998)	
AFI 36-3207 Separating Commissioned Officers (29 May 1997)	
IC 99-1 Separating Commissioned Officers (1 Feb 1999)	
<b>Civilian</b>	
ID Cards	
Involuntary Separation	
Voluntary Separation	

OFFICER PROMOTIONS	
Conditional Reserve Status	
Selective Continuation	
Regular Air Force Appointment	
<b>Forms And Directives</b>	
AF Form 78 - Air Force General Officer Promotion Recommendation	



AF Form 777 - Air Force Reserve Promotion Recommendation
AF Form 709 - Promotion Recommendation
AF Form 3988 - Application For Voluntary Delay, Acceptance, Or Declination Of Promotion
AFI 36-2504 Officer Promotion, Continuation And Selective Early Removal In The Reserve Of The Air Force (1 Mar 1997)
AFPAM 36-2506 You And Your Promotions - The Air Force Officer Promotion Program (1 Sep 1997)
AFPD 36-25 Military Promotion And Demotion (21 Jun 1993)
AFI 36-2501 Officer Promotions And Selective Continuation (6 Mar 1998)
Officer Promotion Releases
<b>Officer Promotion Appeals</b>
AFI 36-2023 The Air Force Personnel Council And The Air Force Personnel Board (14 Oct 1994)
Promotion Propriety

ENLISTED PROMOTIONS	
Stripes For Exceptional Performers (STEP) Program	
AFI 36-2502 Airman Promotion Program (20 Jul 1994)	
Enlisted Promotion Releases	
Enlisted Promotion Appeals	
<b>Enlisted Demotions</b>	
AFI 36-2503 Administrative Demotion Of Airmen (20 Jul 1994)	
AFPD 36-25 Military Promotion And Demotion (21 Jun 1993)	
<b>Testing</b>	
WAPS Testing Program	
Specialty Knowledge Test (SKT)	
<b>Forms And Directives</b>	
AF Form 1566 - WAPS Test Verification	
AFPAM 36-2241V1 Promotion Fitness Examination (PFE) Study Guide (1 Jul 1997)	
AFPAM 36-2620 Air Force Military Personnel Testing Procedures (1 Aug 1996)	
AFPAM 36-2241V2 USAF Supervisory Examination (USAFSE) Study Guide (1 July 1997)	
AFI 36-2605 Air Force Military Personnel Testing System (17 Jun 1994)	

SUSTAINMENT	
Active Duty Service Commitments (ADSCs)	
Specified Period Of Time Contracts (SPTC)	
<b>Forms And Directives</b>	
AF Form 233 - Specified Period Of Time Contract	
AF Form 63 - Officer/Airman Active Duty Service Commitment (ADSCs) Counseling Statement	
AFI 36-2107 Active Duty Service Commitments (ADSC) And Specified Period Of Time Contracts (SPTC) (1 Sep 1998)	
<b>Reenlistment</b>	
<b>Reenlistment And Enlistment Bonus Programs</b>	
<b>Forms And Directives</b>	
AF Form 1411 - Extension Or Cancellation Of Extensions Of Enlistment In The Regular Air Force/Air Force	
AF Form 418 - Selective Reenlistment Program Consideration	
AF Form 1371 - Statement Of Declination Of Regular Air Force Appointment	
AF Form 3538 - Retention Recommendation	
AFI 36-2606 Reenlistment In The United States Air Force (21 Sep 1998)	
<b>Selective Reenlistment Bonus (SRB) Program</b>	
Semi-Annual SRB Review And Validation	
Reenlistment And Enlistment Bonus Programs	

<b>Personnel Servicing Agreements</b>
AFPAM 36-508 Employment Information For Families Being Assigned To Overseas Areas (1 Jun 1998)
AFI 36-112 Quality Assessments For Civilian Personnel (1 May 1996)
<b>Weight Control Program</b>
Air Force Fitness Program
<b>Forms And Directives</b>
AF Form 618 - Medical Board Report
AF Form 108 - Weight Program Processing
AF Form 393 - Individual Record For The Weight Management And Fitness Improvement Training (FIT)

<b>CIVILIAN COMPENSATION, BENEFITS &amp; ENTITLEMENTS</b>
<b>Benefits, Compensation, And Entitlements Processing</b>
Employee Assistance Programs (EAP)
Procedures For Entitlement To Civilian Grade And Pay Retention
Civilian Travel And Transportation Program
Civilian Allowances And Differentials Program
Civilian Separate Maintenance Allowance
Civilian Insurance
Thrift Savings Plan
<b>Forms And Directives</b>
AFPD 36-8 Employee Benefits And Entitlements (Sep 1996)
AFI 36-801 Uniforms For Civilian Employees (29 Apr 1994)
AFI 36-804 Civilian Faculty Pay Plan For Air University And The USAF Academy (29 Apr 1994)
AFI 36-807 Weekly And Daily Scheduling Of Work And Holiday Observances (22 Jun 1994)
Civilian Absence And Leave Program
Pay
<b>Pay Setting</b>
<b>Forms And Directives</b>
AF Form 428 - Request For Overtime, Holiday Premium Pay, And Compensatory Time
AFI 36-802 Pay Setting (1 Sep 1998)
Incentive Pays
Unemployment Compensation
Dual Compensation
Foreign National Pay
Travel and Transportation Pay

<b>MILITARY COMPENSATION, BENEFITS &amp; ENTITLEMENTS</b>
<b>Benefits And Support Services</b>
<b>Benefits, Compensation, And Entitlements Processing</b>
Servicemen's Group Life Insurance (SGLI)
Tri-Care Active Duty Family Members Dental Plan
<b>Forms And Directives</b>
AFI 36-3008 Servicemen's Group Life Insurance (SGLI) And Veteran's Group Life Insurance (VGLI) (20 May 1994)
AFPD 36-8 Employee Benefits And Entitlements (Sep 1996)
AFI 36-3025 Tri-Care Active Duty Family Members Dental Plan (FMDP) (1 Jul 1997)
<b>Leave Program</b>
<b>Military Consecutive Overseas Tour (COT) Leave And Environmental And Morale Leave (EML) Programs</b>
<b>Forms And Directives</b>
AF Form 972 - Request And Authorization For Emergency Leave Travel

AF Form 988 - Leave Request/Authorization (Not LRA)
AFI 36-3020 Family Member Travel (Jun 1994)
AFI 36-3003 Military Leave Program (1 Sep 1998)
IC 98-1 Military Leave Program (15 Dec 1998)
<b>Pay</b>
<b>Special Duty Assignment Pay (SDAP) Program</b>
Working Special And Incentive Pay
Incentive Pays
Pilot Bonus
Officer Continuation Pay
Manage Board Recertification Pay
Travel and Transportation Pay
Foreign Language Proficiency Pay
<b>Forms And Directives</b>
AF Form 683 - Request For Approval Of Environmental Differential Pay
AFI 36-3004 Aviator Continuation Pay (ACP) Program (10 Jun 1994)
AFI 36-3017 Special Duty Assignment Pay (SDAP) Program (Jun 1994)

<b>ACCESSIONS</b>	
<b>Requirement</b>	
<b>Military</b>	
Trained Personnel Requirements Process (TPR)	
AFI 36-2616 Trained Personnel Requirements (10 Dec 1993)	
<b>Civilian</b>	
Employment Freezes	
Work Year Utilization	
Budget Development	
<b>Recruitment</b>	
<b>Military</b>	
Commissioning Programs Including SOAR And LEAD Boards	
AFROTC	
Prepares And Processes Application To USAFA	
Processes OTS Selection	
Process Age Waiver	
<b>Forms And Directives</b>	
AF Form 56 - Application For Training Leading To A Commission In The USAF	
AF Form 778 - Reserve Appointment Order	
AF Form 24 - Application For Appointment As Reserves Of The Air Force Or USAF Without Component	
AF Form 133 - Oath Of Office (Military Personnel)	
AF Form 485 - Application For Enlistment - US Air Force Band	
AF Form 3009 - Change To Enlistment Agreement - United States Air Force	
AFI 36-2002 Regular Air Force And Special Category Accessions (17 Jun 1998)	
AFI 36-2013 Officer Training School (OTS) And Airman Commissioning Programs (Aug 1994)	
AFI 36-2014 Commissioning Education (May 1994)	
AFI 36-2015 Air Force Recruiting Advertising Program (23 May 1994)	
AFI 36-2016 Armed Services Military Personnel Accession Testing Programs (Oct 1994)	
AFI 36-2017 Admissions Liaison Officer Program (27 Feb 1995)	
AFI 36-2018 Medical Examination Of Applicants For United States Service Academies, ROTC Scholarship Programs, Including 2- And 3- Year College Scholarship Programs (CSP), And The USUHS (20 Oct 1989)	
AFI 36-2019 Appointment To The United States Air Force Academy (16 May 1994)	

AFI 36-2020 Disenrollment Of United States Air Force Academy Cadets (22 Jul 1994)
AFI 36-2021 Air Force Academy Preparatory School (19 Jul 1994)
AFI 36-2106 Competitive Category Transfers (9 May 1994)
AFI 36-2005 Appointment In Commissioned Grades And Designation And Assignment In Professional Categories -- Reserve Of The Air Force And United States Air Force (1 May 1998)
AFI 36-2006 Oath Of Office (Military Personnel) And Certificate Of Commission (1 Jun 1998)
AFI 36-2007 Air Force Participation In The Selective Service Program (13 May 1994)
AFI 36-2009 Delay In Active Duty For AFROTC Graduates (20 Jul 1994)
AFI 36-2010 Junior Reserve Training Corps (Apr 1994)
AFI 36-2011 Air Force Reserve Officer Training Corps (Jul 1994)
AFI 36-2012 Record Of Disenrollment From Officer Candidate-Type Training -- DD Form 785 (31 Jul 1998)
AFI 36-2004 Interservice Transfer Of Officers On The Active Duty List To The USAF (1 Oct 1998)
AFI 36-2610 Appointing Regular Air Force Officers And Obtaining Conditional Reserve Status (1 Apr 1998)
IC 98-1 Appointing Regular Air Force Officers And Obtaining Conditional Reserve Status (15 Dec 1998)
AFPD 36-20 Accession Of Air Force Military Personnel (16 Aug 1993)
AFI 36-2001 Officer Training Program Examining Centers (OPTEC) (14 Sep 1998)
<b>Civilian</b>
Black Employment Program
Federal Women's Program
Asian Americans And Pacific Islanders Employment Program
American Indian And Alaskan Native Employment Program (AIANEP)
Overseas Employment And Rotation Programs
Job Information Center/Recruitment
Post Recruiting Notice
Publicize Federal EO Recruitment Program
Liaison With Civic And School Groups
Applicant Supply Pool
<b>Forms And Directives</b>
AFI 36-602 Civilian Intern Programs (25 Jul 1994)
<b>Train</b>
<b>Military</b>
Procurement Management Information System For OTS
AF Form 4008 - Request And Authorization For Initial Active Duty Training/Nonprior Service
<b>Screen/Refer</b>
<b>Civilian</b>
Pre-Employment Processing
Courtesy Interview
Administer Civilian Testing
<b>Assess/Appoint</b>
<b>Military</b>
Completes In-Processing Action For The Record
Officer Accession Tracking Headquarters System (OATHS)
In-Process Individual
Educational Classification And Coding Procedures
<b>Forms And Directives</b>
AF Form 766 - Extended Active Duty Order
AFI 36-2008 Voluntary Extended Active Duty (EAD) For Air Reserve Commissioned Officers (19 Aug 1994)

AFI 36-2305 Educational Classification And Coding Procedures (21 Nov 1997)
<b>Civilian</b>
In-Process Individual
Requests For Conversion Of Non-Appropriated Fund Employees
Fills Non-Career Jobs
Completes In-Processing Action For The Record
<b>Assign</b>
Military

<b>AFIT</b>
MAS
PHD
Fellowships
Scholarships
Short Courses
Processes Request For Out-Of-Cycle Air University And Air Force Institute Of Technology Courses
Advanced Academic Degree (AAD) Management System
Distance Learning Training Program (DoDI 1322, DoD 5040.2)
<b>Forms And Directives</b>
AF Form 3849 - PME/AFIT/RTFB Officer Worksheet
AF Form 1983 - AFIT Sponsored Medical Service Continuing Education Course Application
AFPD 36-23 Military Education (27 Sep 1993)
AFJI 36-2307 The Defense Institute Of Security Assistance Management (30 Dec 1994)

<b>DOWNSIZING/FORCE MANAGEMENT</b>
<b>Military</b>
Stop Loss
TERA
VSI/SSB
SERB
HYT
RIF
<b>Civilian</b>
VERA
VSIP
RIF

<b>MILITARY CLASSIFICATION</b>
<b>Officer</b>
Processes Officer AFSC Classification Update
Processes Officer Special Experience Identifier (SEI) Code
Reviews Officer Aeronautical Order And Aviation Service Code
Processes Waiver of Mandatory Officer AFSC Requirements
Processes Officer Indirect AFSC Conversion
Processes Officer Direct AFSC Conversion
Processes Officer AFSC Disqualification
Processes AFSC Conversion
Duty Info Change
Utilization And Classification Of Air Force Military Personnel
Officer Classification, Special Experience Identifiers (SEIs), Special Duty Identifiers (SDIs), AFSC Waivers, Conversions
Duty Titles
<b>Forms And Directives</b>
AF Form 480 - Rated AFSC Justification

AF Form 1037 - Job Responsibility Determination
AF Form 81 - Colonel Position Description
AFI 36-2101 Classifying Military Personnel (Officers And Airmen) (1 May 1998)
AFVA 36-211 Officer Classification Structure Chart(31 Oct 1998)
AFMAN 36-2105 Officer Classification (31 Oct 1998)
<b>Enlisted</b>
TDY Out Of CAFSC
Duty Titles
Processes Request For Duty Information Change
Processes Promotion/Demotion CAFSC Change
Serves As OPR For CAFSC/SEI Action
Processes Voluntary/Involuntary CAFSC Change
Reviews Enlisted Aeronautical Order And Aviation Service Code
Processes Enlisted AFSC Classification Update
Processes Enlisted SEI Code
Processes Enlisted Indirect AFSC Conversion
Processes Enlisted Direct AFSC Conversion
Processes Enlisted AFSC Disqualification
Chronic Critical Skills (CCS) Program
Conducts Airman Classification Interview In Conjunction With PCS When Selected For Assignment Out Of Control Air Force Specialty Code (CAFSC)
Processes AFSC Conversion
Duty Info Change
Utilization And Classification Of Air Force Military Personnel
Officer/Airman Classification, Special Experience Identifiers (SEIs), Special Duty Identifiers (SFIs), AFSC Waivers, Conversions
Educational Classification And Coding Procedures
<b>Forms And Directives</b>
AF Form 480 - Rated AFSC Justification
AF Form 1037 - Job Responsibility Determination
AF Form 2096 - Classification/On-The-Job Training Action
AFI 36-2101 Classifying Military Personnel (Officers And Airmen) (1 May 1998)
AFI 36-2305 Educational Classification And Coding Procedures (21 Nov 1997)
AFI 36-2618 The Enlisted Force Structure (1 Apr 1999)
AFVA 36-212 Airman Classification Structure Chart
AFMAN 36-2108 Airman Classification (31 Oct 1998)

WORK FORCE RELATIONS	
<b>Discipline</b>	
AFI 36-2909 Professional And Unprofessional Relationships (1 May 1996)	
<b>Unfavorable Information (UIF) Program</b>	
AFI 36-2907 Unfavorable Information (UIFs) Program (1 May 1997)	
<b>Quality Force Action</b>	
Line Of Duty (Misconduct) Determination	
<b>Forms And Directives</b>	
AFI 36-2910 Line Of Duty (Misconduct) Determination (15 Aug 1994)	
AFI 36-704 Discipline And Adverse Actions (22 Jul 1994)	
AFPD 36-29 Military Standards (1 Jun 1996)	
<b>Employee Relations Program</b>	
AFPD 36-7 Employee And Labor-Management Relations (11 Jan 1994)	
AFI 36-1203 Administrative Grievance System (1 May 1996)	
<b>Labor Management Partnership Program</b>	
AFI 36-701 Labor Management Relations (27 Jul 1994)	

<b>RECORDS MAINTENANCE</b>	
AFI 36-114 Guide To Personnel Recordkeeping (1 Nov 1997)	
<b>Awards and Decorations</b>	
<b>Forms And Directives</b>	
AF Form 642 - AFAM/AFCM Justification	
AF Form 3994 - Recommendation For Decoration/Deployment/Contingency Operation	
AF Form 1001 - Award Recommendation Transmittal	
AFPD 36-28 Awards And Decorations Programs (1 Aug 1997)	
AFPAM 36-2801V1 Unit Decorations, Awards, And Campaign Participation Credits, 15 Jun 1971 (Cover Page Only) (15 Jun 1971)	
AFPAM 36-2801V2 Unit Decorations, Awards And Campaign Participation Credits, 15 June 1971 (Cover Page Only) (23 Nov 1981)	
AFPAM 36-2801V3 Unit Decorations, Awards, And Campaign Participation Credits Approved, 1 Jan 1981-31 Dec 1991 (Cover Page Only ) (20 Sep 1984)	
AFPAM 36-2802 Armed Forces Decorations And Awards (Cover Page Only ) (1 Dec 1992)	
AFI 36-2803 The Air Force Awards And Decorations Program (1 Jan 1998)	
<b>Special Trophies and Awards</b>	
<b>Forms And Directives</b>	
AF Form 4055 - Certificate Of Induction (Noncommissioned Officer)	
AF Form 4056 - Certificate Of Induction (Senior Noncommissioned Officer)	
AF Form 1206 - Nomination For Award	
AFI 36-2805 Special Trophies And Awards (1 Jan 1998)	
AFI 36-2807 Headquarters United States Air Force Deputy Chief Of Staff Plans And Operations Annual Awards Program (18 May 1994)	
AFI 36-2808 Outstanding Officer And Enlisted Individual Mobilization Augmentee Of The Year Awards (Pa) (1 Oct 1998)	
AFI 36-2816 Annual Howard W. Leaf Inspector General Award (1 Jan 1997)	
AFI 36-2817 Civil Engineer Awards Program (1 Jul 1996)	
AFI 36-2818 The USAF Logistics Awards Program (1 Jul 1996)	
AFI 36-2819 Mission Support Awards Program (26 May 1998)	
AFI 36-2829 Eugene M. Zuckert Management Award (2 Mar 1994)	
AFI 36-2830 Air Force Productivity Awards For Professional Excellence (1 Jul 1998)	
AFI 36-2831 Commander-In-Chief (CINC's) Annual Awards For Installation Excellence (1 Nov 1998)	
AFI 36-2832 Manpower And Quality Management Awards For Professional Excellence (1 Apr 1999)	
AFI 36-2833 Safety Awards (13 May 1994)	
AFI 36-2834 Small And Disadvantaged Business Awards Program (25 Jul 1994)	
AFI 36-2835 Annual Acquisition Awards Programs (1 Jul 1996)	
AFI 36-2840(I) Zachary And Elizabeth Fisher Distinguished Civilian Humanitarian Award (15 May 1998)	
AFI 36-2843 Science And Technology Awards (11 May 1994)	
AFI 36-2845 Communications And Information Annual Awards Program (1 Oct 1998)	
AFI 36-2846 Financial Management And Comptroller Annual Awards Program (6 Jun 1994)	
AFI 36-2847 Intelligence Awards (28 Feb 1994)	
AFI 36-2848 Air Force Security Forces Awards Program (1 Oct 1998)	
AFI 36-2849 Command, Control, Communications And Computer (C4) Systems Awards Program (PA) (1 Oct 1995)	
AFI 36-2852 Air Force Services Awards Program (1 Oct 1998)	
AFI 36-2853 Unit Plaque Awards (1 Oct 1997)	
AFI 36-2855 Judge Advocate General Awards (6 May 1994)	
AFI 36-2856 Medical Service Awards (1 Sep 1998)	
AFPAM 36-2861 Civilian Recognition Guide (Nov 1994)	
AFI 36-2862 Test And Evaluation Awards (29 Apr 1994)	

AFI 36-2863 History Awards (1 Jan 1998)
AFI 36-2864 General Jerome F. O'Malley Award (1 Dec 1995)
AFI 36-2866 Air Force Distinguished Equal Employment Opportunity Award (1 Mar 1998)
AFI 36-2868 Chief Of Staff Team Excellence Award (1 Jul 1998)
AFPAM 36-2635 Preparation And Use Of Air Force Noncommissioned And Senior Noncommissioned Officer Induction Certificates (May 1997)
<b>UPRG Maintenance</b>
Domestic Violence Misdemeanor To The Gun Control Act For DoD Military Employees
Processes Form (DD Form 93, Record Of Emergency Data, or SGLV 8286, Serviceman's Group Life Insurance Election And Certificates)
Performs Naturalization/Citizenship Action
Officer Command Selection Record Program
Shadow Records
<b>Forms And Directives</b>
AF Form 1613 - Statement Of Service
AF Form 3902 - Application And Approval For Off-Duty Employment
AFI 36-2632 - Official Photograph Of Air Force General Officers
AFI 36-2604 Service Dates And Dates Of Rank (20 May 1994)
AFPAM 36-2607 Applicants' Guide To The Air Force Board Of Correction Of Military Records (AFBCMR) (3 Nov 1994)
AFI 36-2608 Military Personnel Records System (1 Jul 1996)
AFI 36-2609 Marriage In Overseas Commands (11 Aug 1998)
AFI 36-3010 Member's Marital Status And Activity (27 Apr 1994)
<b>Air Force Civilian Incentive Program</b>
Civilian Recognition Program
Air Force Incentive Awards Board

<b>CCAF/OFF-DUTY EDUCATION</b>	
<b>CCAF</b>	
<b>Forms And Directives</b>	
AF Form 968 - Community College Of The Air Force Action Request	
AFI 36-2304 Community College Of The Air Force (13 May 1994)	
<b>Off-Duty Education</b>	
Officer Career Development Program	
Administers Tuition Assistance Program	
<b>Forms And Directives</b>	
AF Form 127 - Authority For Tuition Assistance - Education Services Program	
AF Form 118 - Refund Of Tuition Assistance Education Services Program	
AFI 36-2306 The Education Services Program (1 May 1996)	
AFPD 36-4 Air Force Civilian Training And Education (26 Jul 1994)	
AFI 36-401 Employee Training And Development (1 Aug 1994)	

<b>REFERENCE AREA</b>	
AFI 36-104 Operating The Civilian Personnel Flight (28 Jan 1994)	
AFI 36-105 Civilian Personnel Servicing Arrangements (22 Mar 1994)	



# APPENDIX B - PROJECT AGREEMENT FOR PERSONNEL ANNUAL PLANNING AND PROGRAMMING GUIDANCE (APPG) REENGINEERING

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The following serves as the project agreement between AF/DP and AFCQMI. This project agreement describes the purpose, scope, methodology, objectives, and roles and responsibilities of the Personnel reengineering effort. This project agreement will serve as a template for follow-on Reengineering Study Teams.

**Executive Agents for Personnel APPG Reengineering: HQ USAF/DP Personnel Reengineering Office (AF/DP-PRO)**

Name: TBD  
E-mail: TBD  
DSN: TBD  
Comm: TBD

**AFCQMI Partner:**

Name: TBD  
E-mail: TBD  
DSN: TBD  
Comm: TBD

Signature block for the AF/DP

Signature block for the AFCQMI/CC

**Purpose:** The FY00-05 Annual Planning and Programming Guidance (APPG) requires all Air Force functional managers to reengineer their processes to eliminate unfunded mandates and seek Air Force Corporate Structure review/approval for required funding levels by FY05.

**Scope:** Reengineering Study Teams will determine the scope of their particular reengineering project in conjunction with the AF/DP-PRO and AFCQMI. .

**Methodology:** A structured reengineering process that includes a zero-based review of all Personnel areas, analysis of outputs required for mission accomplishment, task analysis, construction of reengineered business processes that eliminate unfunded mandates, design of new organizational system, and certification of manpower determinants.

**Objectives (Individual Reengineering Study Teams may add to this list):**

1. Validate all functional process outputs.
2. Analyze tasks performed to produce each output.
3. Identify essential tasks and key processes to effectively and efficiently produce outputs.
4. Establish performance measurements for each process.

5. Analyze new processes to determine required resources to produce outputs.
6. Build an organizational system to support the workflow of reengineered key processes to include automation and technology.
7. Determine possible action plans for implementing organizational changes.
8. Ensure all manpower authorizations match validated workload.
9. Develop a programming equation to tie manpower requirements with workload volume.
10. Eliminate unfunded manpower requirements through functional reengineering.

### **Roles:**

**Personnel Reengineering Office:** HQ USAF/DP-PRO will manage Personnel reengineering by monitoring the overall Personnel reengineering schedule, Communication and Risk Management Plans, chartering and monitoring individual Reengineering Study Team efforts, and providing reports to the AF/DP. The AF/DP-PRO will be the primary liaison with AFCQMI.

**AFCQMI:** AFCQMI/MQRI will serve as facilitators and expert advisors to the AF/DP-PRO and Personnel Reengineering Study Teams. AFCQMI is the Air Force reengineering agent and partners with functionals in conducting the zero-based review of all functions.

**Reengineering Study Teams:** Reengineering Study Teams will be chartered by the AF/DP through the AF/DP-PRO. The AF/DP-PRO will coordinate selection of a Reengineering Study Team leader and team members. The AF/DP-PRO and the Reengineering Study Team Leader will coordinate selection of study team members. In partnership with AFCQMI, Reengineering Study Teams will ensure all valid processes are identified and streamlined to the most effective way of providing service. They will also develop recommendations and implementation plans for all changes as a result of a study.

### **Responsibilities:**

#### **Personnel Reengineering Office (AF/DP-PRO):**

1. Serves as OPR for overall Personnel Reengineering effort.
2. Integrates and directs overall Personnel reengineering effort.
3. Charters, tasks, and monitors Reengineering Study Teams as appropriate.
4. Formulates overall policy for Personnel reengineering.

5. Serves as the single POC to relay overall Personnel policy decisions concerning reengineering to AFCQMI.

**AFCQMI (AFCQMI/MQRI):**

1. Provides expert advice and methodology for the Personnel reengineering effort.
2. Provides reengineering training to Reengineering Study Teams.
3. Certifies military and civilian Personnel manpower requirements.
4. Facilitates Reengineering Study Team meetings and workshops..
5. Provides other guidance as necessary.

**Reengineering Study Team:**

1. Organizes and coordinates all phases of a particular reengineering study.
2. Conducts analysis and reengineering of tasks within Personnel.
3. Prioritizes major workloads within Personnel and identifies the associated manpower tied to each major workload.
4. Collects and analyzes data during the studies.
5. Provides briefings and status reports as necessary to the AF/DP-PRO.
6. Produces reengineering proposals to eliminate unfunded requirements and achieve manpower savings.
7. Documents current and historical resource requirements—data to show the cost of producing outputs.
8. Provides performance measures for each key process—data-driven indicators to aid in managing the function.
9. Proposes organizational structure that links workload to processes to resources.
10. Completes a Personnel Reengineering Implementation Plan—detailed action plan for implementing the new organizational system.
11. Develops recommendations and options based on organizational test and proposed process improvements.

# APPENDIX C – PERSONNEL PROTOTYPE SPECIAL STUDY GROUP RECOMMENDATIONS

\* **NOTE:** AF/DP-PRO is the OCR for all reengineering-related recommendations.

D E F E R E	P U R S U E	P2S2G Initiatives:	Time	OPR DP Reengineering Tiger Team Recommendations:
	X	P-1 (1)Update <i>Beyond 2000</i> (2) Update Dixon Plan.	(1) FY99-00 (2) FY05	OPR: AF/DPFX <b>The Personnel Vision will be worked outside of reengineering effort. The Dixon Plan update will occur at the end of Personnel reengineering.</b>
	X	P-2 Integrate civilian and military PSM duties.	FY00	OPR: AFPC/DPS, AFPC/DPC <b>Computer support is currently identified as a CS&amp;P candidate. Integration should be considered as part of CS&amp;P.</b>
	X	P-3 Integrate Customer Service Functions.	FY00-05	OPR: Reengineering Study Teams (RSTs) <b>Although we will not pursue as a specific “end state,” appropriate RSTs will review for feasibility.</b>
	X	P-4 Integrate military and civilian processes at both planning and programming levels.	FY99-02	OPR: AF/DPF; AF/DPD; AF/DPR <b>Planning and programming are Air Staff functions. Should be part of HAF 2002 reengineering effort.</b>
	X	P-5 Integrate military and civilian PME school selection functions.	FY 01	OPR: AFIP/PME RST <b>Although we will not pursue as a specific “end state,” the AFIP/PME RST will review for feasibility.</b>
	X	P-6 All levels review Personnel positions for conversion to civilian and/or CS&P. Form team to recommend which Personnel functions are core military functions. <b>DP Tasking:</b> Consider career field sustainment in the review process.	FY00-05	OPR: RSTs <b>All RSTs will review feasibility of civilian conversion/CS&amp;P and make recommendations. Readiness/Mobility &amp; PERSCO RST will identify core military functions as part of its review.</b>
	X	P-7 Identify, prioritize, fund and implement reengineering of Personnel processes...such as assignments, retraining, leave, retirements and separations. <b>DP Tasking:</b> Develop a recommended list in priority order, prior to starting reengineering.	FY00-05	OPR: RSTs <b>Personnel Reengineering Tiger Team identified and prioritized Personnel processes. Appropriate RSTs will continue to review specific processes.</b>
	X	P-8 Review AFPDs and AFIs.	FY00-05	OPR: RSTs <b>Appropriate RSTs will review and recommend changes in coordination with AFPD/AFI OPRs.</b>
	X	P-9 Expand use of expert systems; leverage success of civilian experts systems into military Personnel	FY00-05	OPR: RSTs <b>All RSTs will identify potential areas to exploit technology.</b>

		processes.		
	X	P-10 Exploit web-based delivery of info and services.	FY00-05	OPR: RSTs <b>All RSTs will identify potential areas to exploit technology.</b>
	X	P-11 Fund MilMod for unit level application to replace PC-III.	FY00-05	OPR: AFPC/DPD/DPS <b>Pursue funding issues outside of current reengineering efforts.</b>
	X	P-12 Employ electronic ARMS for Personnel records.	FY00-05	OPR: RSTs <b>All RSTs will identify potential areas to exploit current ARMS technology.</b>
	X	P-13 Examine base-level expert systems for military Retirements and Separations processes.	FY02	OPR: Retirements & Separations RST <b>Although not pursued as a specific “end state,” Retirements &amp; Separations RST will review for feasibility.</b>
	X	P-14 Divest officer assignments at MAJCOM (Lt Col and below).	FY00	OPR: Officer Assignments RST <b>Although not pursued as a specific “end state,” Officer Assignments RST will review for feasibility.</b>
	X	P-15 Divest enlisted assignments at MAJCOMs.	FY01	OPR: Enlisted Assignments RST <b>Although not pursued as a specific “end state,” Enlisted Assignments RST will review for feasibility.</b>
X		P-16 Eliminate PRFs and MLRs for major. <b>DP Tasking:</b> Provide results of a review of the PRF/MLR process for efficiency. I am not ready to eliminate an important process that is highly valued by commanders and our people.	FY99	OPR: AF/DPFP <b>AF/DPFP requested to respond to AF/DP request for review and recommendations.</b>
	X	P-17 Transfer analysis mission to either AFPC or AFPOA or to combined function. <b>DP Tasking:</b> Explore best mix; combine/clearly delineate responsibilities, e.g. combining under one organization with two detachments, etc., should be pursued in this review.	FY99-00	OPR: AFPOA/DP; AFPC/DPS <b>AFPOA and AFPC requested to explore options and provide recommendations to the AF/DP.</b>
X		P-18 Eliminate field activities at MAJCOMs. <b>DP Tasking:</b> Provide more background on “As-Is” and “To-Be” before initiating.	FY99-00	OPR: AFPC/DPSF <b>Request AFPC provide background on current structure and projected end states to the AF/DP.</b>
X		P-19 Eliminate Family Support at MAJCOMs. <b>DP Tasking:</b> Provide more information on the current organization/resources before initiating.	FY99-00	OPR: AF/DPD <b>Request AF/DPD provide more information on the current organization and resources to the AF/DP.</b>
	X	P-20 Eliminate military benefits, compensation and entitlements processing at CONUS MAJCOMs.	FY04	OPR: Military Compensation, Benefits & Entitlements RST <b>Although we will not pursue as a specific “end state,” Military Compensation, Benefits &amp; Entitlements RST will review for feasibility.</b>
	X	P-21 Commands should evolve to an advisory role in most areas.	FY00-05	OPR: RSTs <b>Although we will not pursue as a specific “end state,” all RSTs will review for feasibility.</b>

	X	P-22 MAJCOM/DP staffs should evolve into smaller more civilianized staffs of experienced experts. <b>DP Tasking:</b> Look at each MAJCOM process thoughtfully prior to making recommendation for military or civilian manning.	FY00-05	OPR: RSTs <b>Although we will not pursue as a specific “end state,” all RSTs will review for feasibility.</b>
	X	P-23 Institutionalize civilianization.	FY00-05	OPR: RSTs <b>Although we will not pursue as a specific “end state,” all RSTs will review for feasibility.</b>
	X	P-24 Eliminate paper-based Personnel processes. <b>DP Tasking:</b> Look at each business process as opposed to a wholesale approach.	FY00-05	OPR: RSTs <b>All RSTs will identify potential areas to exploit technology.</b>
	X	P-25 Transfer Newcomers Orientation program responsibilities from the MPF to the FSC.	FY00	OPR: Family Programs & Readiness Support RST <b>Although we will not pursue as a specific “end state,” the Family Programs &amp; Readiness Support RST will review for feasibility.</b>
X		L-1 USAF Recruiting Service and AF/DP relationship should be reviewed. <b>DP Tasking:</b> Provide pros and cons of the rationale considering execution functions vs. policy.	FY99-00	OPR: AF/DPF <b>Review for further tasking.</b>
	X	L-2 There should be an increased civilian presence in the Personnel career field. Form a team to identify core war fighting duties to remain military. Others would be targeted for civilianization or CS&P. <b>DP Tasking:</b> Review and understand relationship to P-22 and P-23.	FY99-00	OPR: Readiness/Mobility & PERSCO <b>All RSTs will review feasibility of civilian conversion/CS&amp;P and make recommendations. Readiness/Mobility &amp; PERSCO RST will identify core military functions as part of its review.</b>
	X	L-3 E&T lack coherent strategy; lack of strategy is exacerbated by identification of E&T functions for CS&P. <b>DP Tasking:</b> Include P-10 review (web-based service delivery) in this area and consider the CONOPS review effort.	FY99-00	OPR: AF/DPDE <b>AF/DPDE requested to include this recommendation into their ongoing CONOPS review.</b>
	X	L-4. Continue progress toward position neutrality. <b>DP Tasking.</b> Consider the concept of multi-skilling our people in this initiative as well as in others where it makes sense.	FY99-00	OPR: AF/DPF <b>Initiative beyond the scope of Personnel reengineering; a separate team should be commissioned to look at the concept.</b>
	X	L-5 Reduce MAJCOM role in contingency augmentation. <b>DP Tasking:</b> Work this recommendation closely with AEF OPR and AEF management staffs.	FY99-00	OPR: Readiness/Mobility & PERSCO RST <b>Although we will not pursue as a specific “end state,” the Readiness/Mobility &amp; PERSCO RST will review for feasibility.</b>
	X	L-6 MAJCOMs should maintain minimum capability in MEO/EEO. <b>DP Tasking:</b> We identified MEO/EEO functions as core personnel functions, but we also recommended they be reviewed for potential CS&P action. Define what	FY99	OPR: MEO/EEO RST <b>Already being looked at as part of MEO/EEO RST effort.</b>

		we mean by “core.” Ensure continuity/consistency in definition of “core.”		
	X	L-7 Base level MEO/EEO functions should be combined. <b>DP Tasking:</b> Provide pros and cons from the Tiger Team and AF/DPD.	FY99	OPR: MEO/EEO RST <b>Already being looked at as part of MEO/EEO RST effort.</b>
	X	S-1 AF/DP needs a Civilian Personnel identity and SAF/MI hat. <b>DP Tasking:</b> Provide more background and I need to examine this issue. Headquarters reengineering program will take this on and we should be well prepared to discuss.	FY02	OPR: AF/DPF <b>Should be part of HAF2002 reengineering look</b>
	X	S-2 Consider AFPC space, funding, and manpower needs. <b>DP Tasking:</b> AFPC initiate a scrub/reengineering of AFPC in concert with this effort.	FY00-05	OPR: RSTs <b>All RSTs will identify manpower requirements and work with AFPC to identify necessary changes.</b>
	X	S-3. Review the structure of AFPC/DPC/DPK.	FY00-05	OPR: Reengineering Study Teams <b>Appropriate RSTs will review the structure of AFPC/DPC/DPK and make recommendations.</b>
	X	S-4 Combine operations and policy for Family Support at a central location. <b>DP Tasking:</b> Policy should be clearly defined. Normally would be an Air Staff function. Need further discussion before pursuing.	FY00	OPR: Family Programs & Readiness Support RST <b>Although we will not pursue as a specific “end state,” the Family Programs &amp; Readiness Support RST will review for feasibility.</b>
	X	S-5 Combine Operations and policy for Education Services. <b>DP Tasking.</b> Policy should be clearly defined. Normally would be an Air Staff function. Need further discussion before pursuing.	FY99-00	OPR: AF/DPDE <b>AF/DPDE requested to provide information the AF/DP; work this recommendation in conjunction with L-3.</b>
	X	S-6 Combine operations and policy for assignments. <b>DP Tasking.</b> Policy should be clearly defined. Normally would be an Air Staff function Need further discussion before pursuing.	FY99-00	OPR: AF/DPFP <b>AF/DPFP requested to provide more information pertinent to this recommendation to the AF/DP.</b>
	X	S-7 Co-location of military/civilian functions at all levels should be pursued.	FY00-05	OPR: RSTs <b>Although we will not pursue as a specific “end state,” all RSTs will review for feasibility.</b>
	X	S-8 Consider renaming Family Support Centers to Community Support Centers.	FY00	OPR: Family Programs & Readiness Support RST <b>Although we will not pursue as a specific “end state,” Family Programs &amp; Readiness Support RST will review for feasibility.</b>
	X	S-9 Change our professional identity from Personnel to Human Resources. <b>DP Tasking:</b> Provide more rationale. Need more discussion on this one.	N/A	OPR: AF/DPFX <b>AF/DPFX is working this recommendation as part of the Personnel Vision update.</b>
		S-10. Change DCS/Personnel to	N/A	OPR: AF/DPFX\

X		DCS/Human Resources. <b>DP Tasking:</b> Provide more rationale. Need more discussion on this one.		<b>AF/DPFX is working this recommendation as part of the Personnel Vision update.</b>
X		S-11. Change MAJCOM/DP to MAJCOM Director of HR. <b>DP Tasking:</b> Provide more rationale. Need more discussion on this one.	N/A	OPR: AF/DPFX <b>AF/DPFX is working this recommendation as part of the Personnel Vision update.</b>
X		S-12 Rename AFPC the AF HR Operations Center. <b>DP Tasking:</b> Provide more rationale. Need more discussion on this one.	N/A	OPR: AF/DPFX <b>AF/DPFX is working this recommendation as part of the Personnel Vision update.</b>
X		S-13 Create HR Flights in MSSQs. <b>DP Tasking:</b> Provide more rationale. Need more discussion on this one.	N/A	OPR: AF/DPFX <b>AF/DPFX is working this recommendation as part of the Personnel Vision update.</b>
X		I-1 Begin a follow-up effort to develop implementation plan. <b>DP Tasking:</b> Provide a reengineering timeline matrix for review. Prioritize within short/mid/long term windows and develop integration plan for project.	Complete	OPR: Personnel Reengineering Tiger Team <b>Tiger Team met in Washington DC, 2-18 June 99 and drafted this Plan.</b>
	X	I-2 AF/DP should brief CSAF and MAJCOM/CCs on reengineering and vertical Personnel structure at CORONA.	FY99-05	OPR: AF/DP-PRO <b>This Plan calls for AF/DP updates to the CSAF and MAJCOM/CCs as appropriate.</b>
	X	I-3 Build a business case with AF leadership and within the Personnel community for the new Personnel structure, processes and service delivery.	FY99-05	OPR: AF/DP-PRO <b>This Plan calls for AF/DP updates to the CSAF and MAJCOM/CCs as well as DP leadership from MPF level on up to ensure understanding and buy-in.</b>




# APPENDIX D – PERSONNEL REENGINEERING TIGER TEAM OUTBRIEF TO THE AF/DP

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## Slide 1

*Personnel  
Reengineering*



*Tiger Team*

**Debrief to Lt Gen Donald Peterson, AF/DP**

**Colonel Steve Brown, Tiger Team Lead**

**18 Jun 99**

## Slide 2

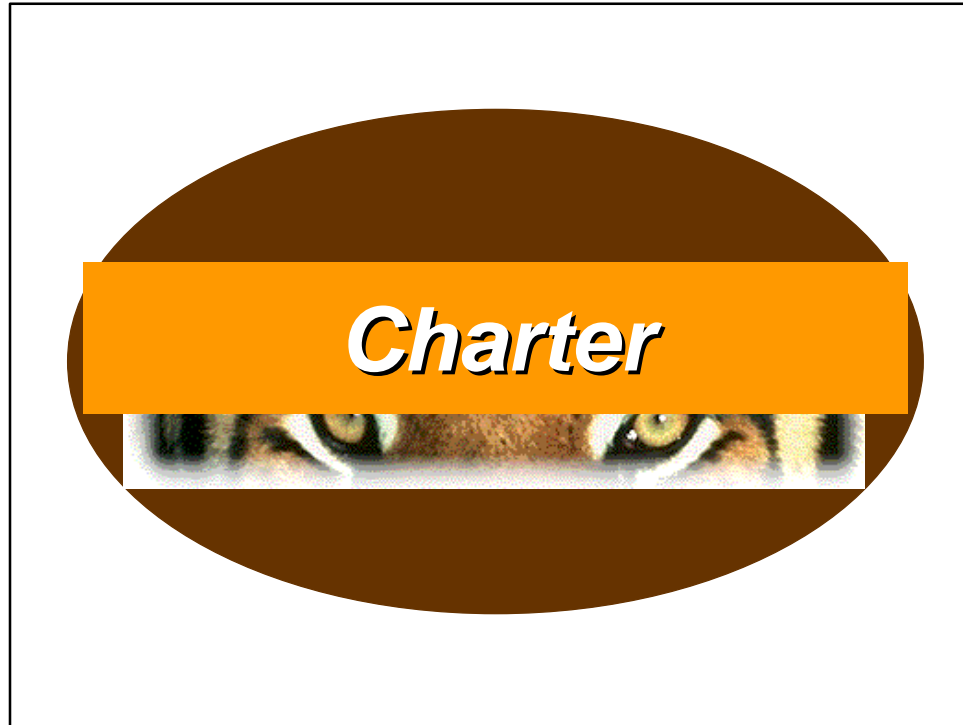
**Overview**



- **Charter**
- **Methodology**
- **Results**
- **Recommendations**


2

Slide 3



Slide 4


**Charter**



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- **Develop a Personnel Reengineering Action Plan**
  - Identify and prioritize processes for reengineering
  - Establish reengineering timelines
  - Identify reengineering teams
  - Estimate costs associated with reengineering
  - Complete Gantt Chart mapping Personnel reengineering
  - Weave in Personnel Prototype Special Study Group recommendations as appropriate


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Slide 5

## AF/DP Guidance




Personnel  
Reengineering  
Tiger Team



- **DP Guidance**
  - Build a reengineering architecture
  - Don't pre-suppose the End State
  - Consider technological advances--keep as much as possible face-to-face customer service interface
  - Push products/services to customers
  - Use commanders as our champions
  - Build in agility

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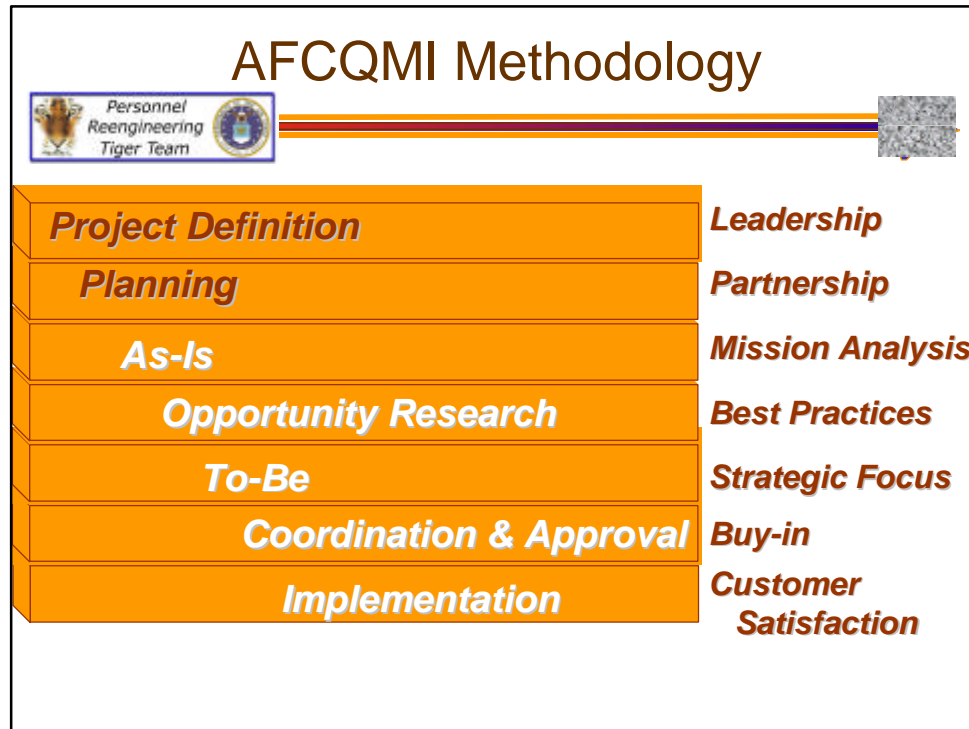
Slide 6



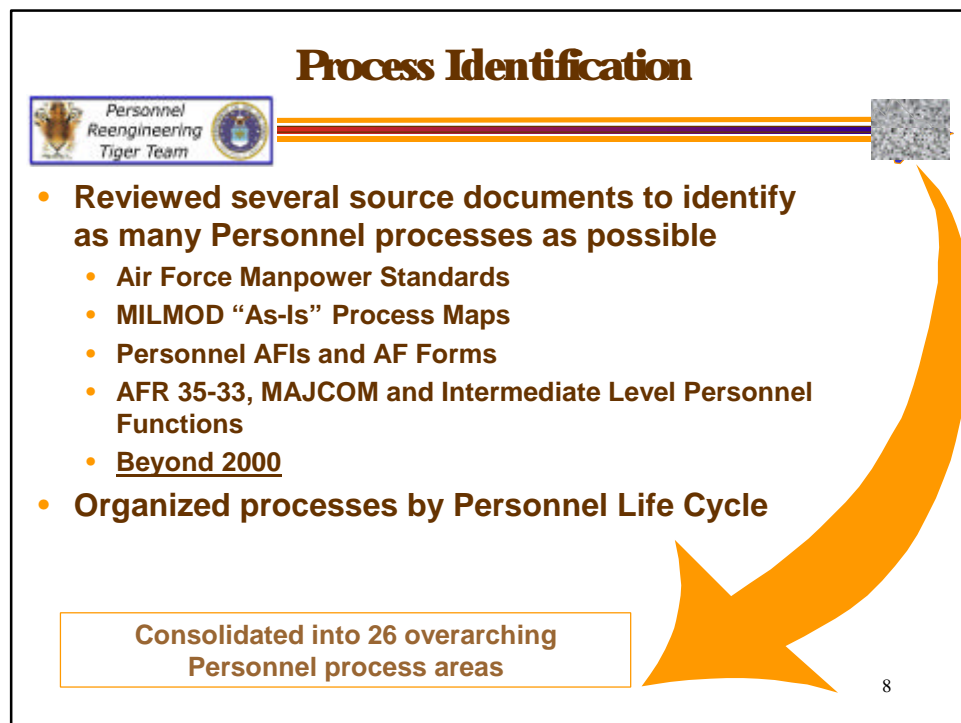
***Methodology***

D-3

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Slide 8



D-4

Slide 9



Slide 10



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Slide 11

# Schedule



ID	Task Name	Team Lead	1999	2000	2001	2002	2003	2004	2005	2006	2007
1	MEO/EEO	AF/DPDH	■								
2	Readiness/PERSCO	AF/DPFJ	■	■							
3	Officer Assignments	AFPC/DPA	■	■							
4	Family Programs/Readiness Support	AF/DPDF	■	■							

## Readiness/PERSCO

AF/DPFJ  
 MAJCOMs  
 PERSCO OIC  
 PRU NCOIC  
 PDF OIC/NCOIC  
 AFPC/DPW  
 AFPC/DPS  
 AES  
 Readiness NCO  
 MANPER/GCCS  
 AFCQMI  
 Tech Rep

## Officer Assignments

AFPC/DPA  
 MAJCOMs  
 Joint  
 AFPC Asgn  
 AF/DPFP  
 AFPC/DPSF  
 MPFs  
 CSSs  
 AFPC/DPD  
 AFCQMI  
 Tech Rep

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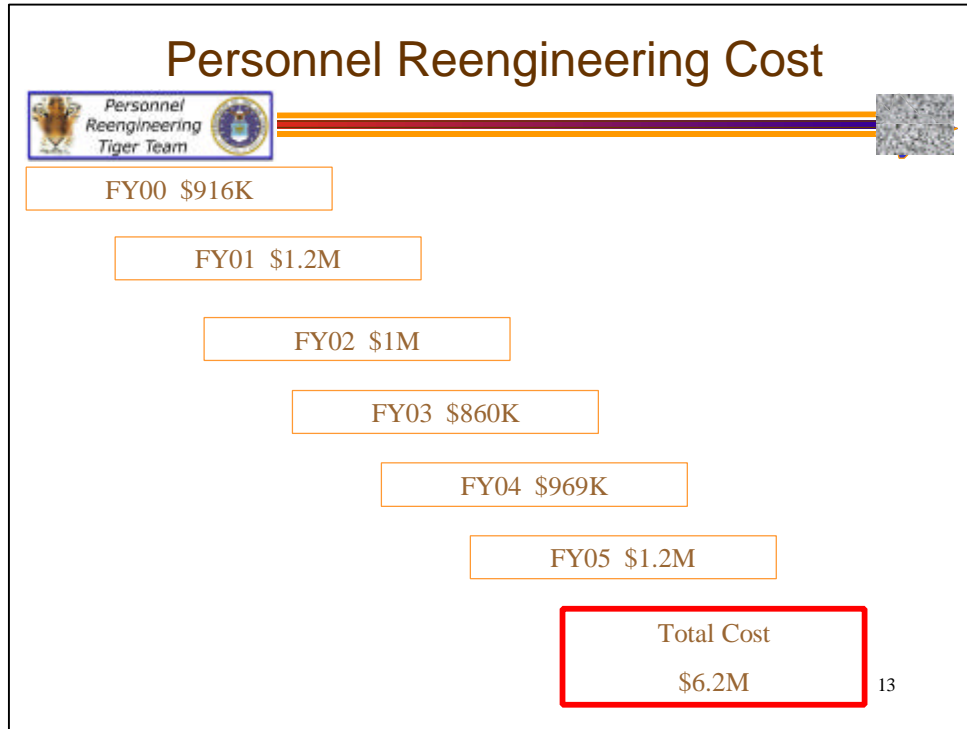
Slide 11

# SCHEDULE

ID	Task Name	Team Lead	1999	2000	2001	2002	2003	2004	2005	2006	2007
1	MEO/EEO	AF/DPDH	■								
2	Readiness/PERSCO	AF/DPFJ	■	■							
3	Officer Assignments	AFPC/DPA	■	■							
4	Family Programs/Readiness Support	AF/DPDF	■	■							
5	Enlisted Assignments	AFPC/DPA		■	■						
6	Personal Affairs	AFPC/DPS		■	■						
7	Civilian Classification	AF/DPFC		■	■						
8	AFIP/PME	AF/DPDE		■	■						
9	Civilian Staffing	AF/DPFC		■	■						
10	Evaluations	AF/DPFP		■	■						
11	Casualty Assistance	AFPC/DPW		■	■						
12	Formal Training	AF/DPDE		■	■						
13	Enlisted Retraining	AFPC/DPP		■	■						
14	Retirements/Separations	AFPC/DPP		■	■						
15	Officer Promotions	AFPC/DPP		■	■						
16	Enlisted Promotions	AFPC/DPP		■	■						
17	Sustainment	AFPC/DPS		■	■						
18	Military Compensation, Benefits, and Entitlements	AFPC/DPS		■	■						
19	Civilian Compensation Benefits & Entitlements	AFPC/DPC		■	■						
20	Accessions	AFPC/DPP		■	■						
21	AFIT	AFPC/DPA		■	■						
22	Downsizing & Force Management	AF/DPFM		■	■						
23	Military Classification	AFPC/DPP		■	■						
24	Work Force Relations	AF/DPFM		■	■						
25	Records Maintenance			■	■						
26	CCAF/ODE			■	■						

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Slide 13



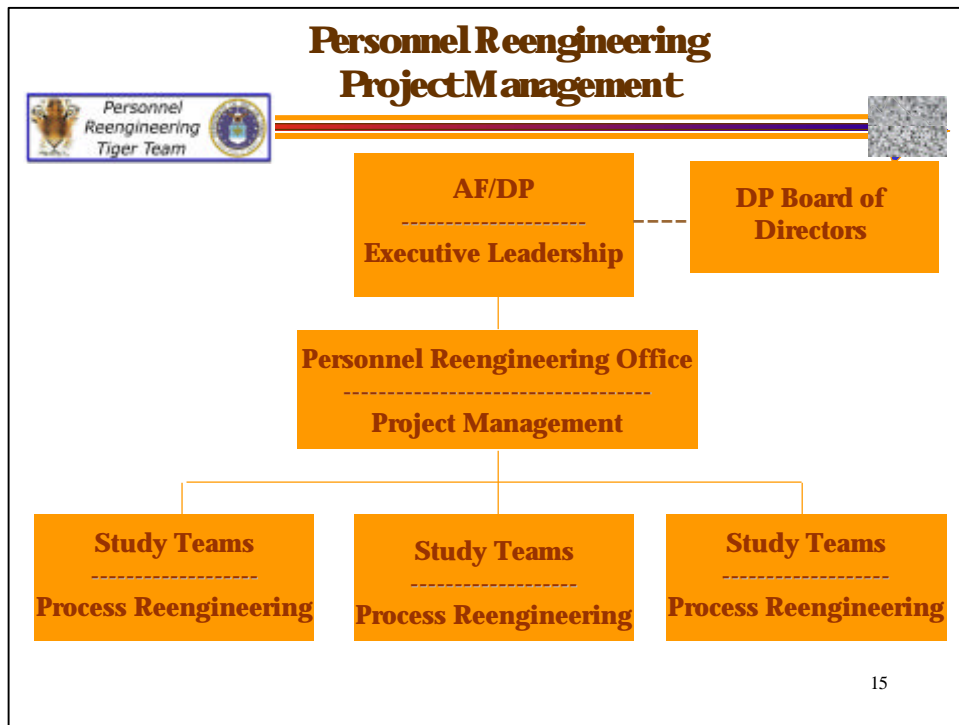
Slide 14

## Personnel Reengineering Project Management

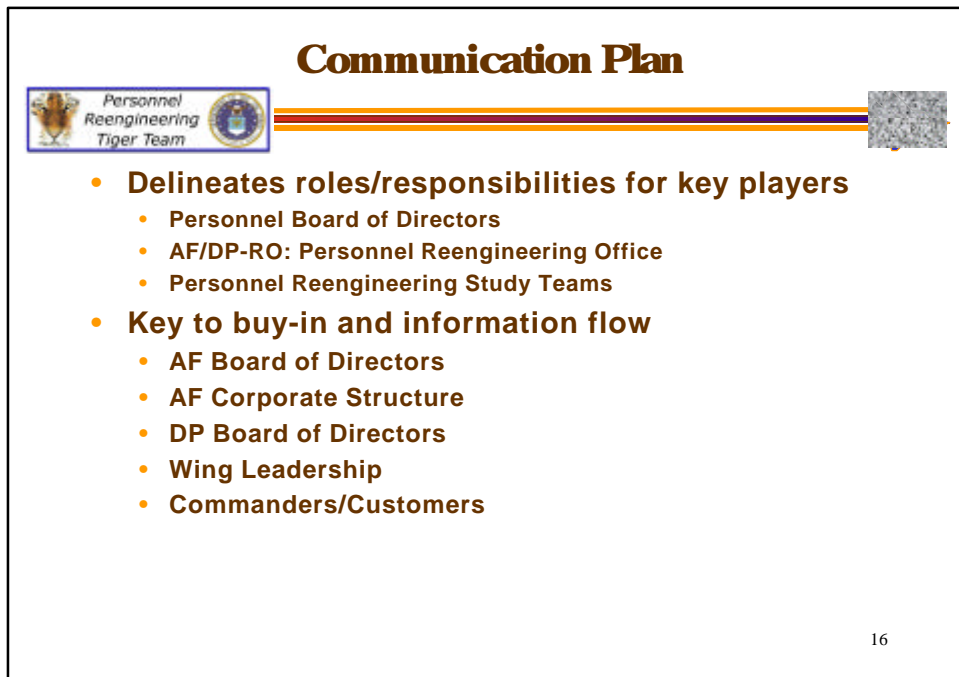
- **Exclusive project management required to successfully reengineer Personnel**
  - Dedicated team working directly for the AF/DP
  - Team leader with one each mil/civ/contractor
- **Roles of the Personnel Reengineering Office**
  - Manage Personnel reengineering through duration
  - Keep senior leadership apprised
  - Act as liaison between Personnel and AFCQMI
  - Track and report reengineering efforts
  - Assist in training study team leads

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Slide 15



Slide 16





## Slide 17



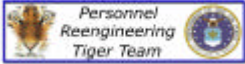
### Risk Management Plan




- Identifies major risks/threats that might hinder reengineering completion
  -  Resources (people and funding)
  -  Continuity--Personnel Reengineering Office
  -  CS&P
- Establishes mitigation and contingency plans

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## Slide 18



### Special Study Group Recommendations



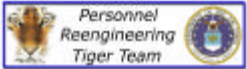
- Tied 29 of the 48 Personnel Prototype Special Study Group recommendations to process reengineering
- Provided recommended POCs for the remaining non-reengineering Personnel Prototype Special Study Group recommendations

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Slide 19



Slide 20



## Recommendations



- **Approve Personnel Reengineering Action Plan**
  - Approve Personnel reengineering schedule
  - Establish the Personnel Reengineering Office under the AF/DP
  - Work funding

**Start now, remain engaged  
and keep the momentum!**

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